CHAPTER - IV

MEASUREMENT OF THE EFFICACY OF INDUSTRIAL
DISPUTES PREVENTING MACHINERY EXISTING IN CACHAR
PAPER MILL

The issues to be addressed in this Chapter include:

STATISTICAL ANALYSIS AND INTERPRETATION OF DATA
AND ALSO THE TEST OF HYPOTHESIS

### 4.1. Degree / Extent of Efficacy

119

1. Qualitative Analysis,

120

2. Quantitative Analysis.

132

### 4.2. Possible scope of improvement in various components

of the efficacy.

135

### 4.3. Possible additions in the list of parameters.

140

### 4.4. A comparative study of the efficacy of Industrial Disputes

Preventing Machineries of Cachar Paper Mill,
Hailakandi and Naogaon Paper Mill, Morigaon.

144

### 4.5. Suggestions to improve the efficacy.

146
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Table No.</th>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>4.1.1.1</td>
<td>Comparative Responses about 'Bi and Tri-partite Forums'.</td>
<td>120</td>
</tr>
<tr>
<td>2.</td>
<td>4.1.1.2</td>
<td>Comparative Responses about 'Standing Orders'.</td>
<td>121</td>
</tr>
<tr>
<td>3.</td>
<td>4.1.1.3</td>
<td>Comparative Responses about 'Provisions with regard to formation and also recognition of Trade Unions'.</td>
<td>123</td>
</tr>
<tr>
<td>4.</td>
<td>4.1.1.4</td>
<td>Comparative Responses about 'Labour Welfare Facilities'.</td>
<td>124</td>
</tr>
<tr>
<td>5.</td>
<td>4.1.1.5</td>
<td>Comparative Responses about 'Counselling to Workers'.</td>
<td>126</td>
</tr>
<tr>
<td>6.</td>
<td>4.1.1.6</td>
<td>Comparative Responses about 'Provisions regarding Collective Bargaining'.</td>
<td>128</td>
</tr>
<tr>
<td>7.</td>
<td>4.1.1.7</td>
<td>Comparative Responses about 'Grievance Handling Procedure'.</td>
<td>130</td>
</tr>
<tr>
<td>8.</td>
<td>4.1.2</td>
<td>Distribution of ranks (i.e. weighted average of opinions) against each parameter.</td>
<td>133</td>
</tr>
<tr>
<td>9.</td>
<td>4.2</td>
<td>Comparative responses about possibility of improvement in various components of the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill.</td>
<td>135</td>
</tr>
<tr>
<td>10.</td>
<td>4.2.1</td>
<td>Responses of managers and trade union leaders with regard to improvement towards aspects relating to provisions or implementation or both of the various components of the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill.</td>
<td>137</td>
</tr>
<tr>
<td>11.</td>
<td>4.3</td>
<td>Responses of managers and trade union leaders about possibility of additions of components of the existing list.</td>
<td>141</td>
</tr>
<tr>
<td>12.</td>
<td>4.4</td>
<td>Comparison between Nagaon Paper Mill, Morigaon and Cachar Paper Mill, Hailakandi with regard to the efficacy of Industrial Disputes Preventing Machineries.</td>
<td>145</td>
</tr>
<tr>
<td>13.</td>
<td>4.5</td>
<td>Suggestions for improvement of the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.</td>
<td>146</td>
</tr>
</tbody>
</table>
CHAPTER - IV
MEASUREMENT OF THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERY EXISTING IN CACHAR PAPER MILL

STATISTICAL ANALYSIS AND INTERPRETATION OF DATA AND ALSO THE TEST OF HYPOTHESIS

This chapter aims at measuring the efficacy of the Industrial Disputes Preventing Machinery of Cachar Paper Mill with the help of analysis and interpretation of the collected data. This has been achieved through subsequent testing of the formulated hypothesis.

It is only for a ready reference that the Industrial Disputes Preventing Machinery at Cachar Paper Mill for the purpose of this study falls within the broad scope of

1. Bi and Tri-partite Forums,
2. Standing Orders,
3. Provisions with regard to formation and also recognition of Trade Unions,
4. Labour Welfare Facilities,
5. Counselling to Workers,
6. Provisions regarding Collective Bargaining and

4.1. DEGREE / EXTENT OF EFFICACY

To address the second objective, i.e., "to measure the efficacy of the Industrial Disputes Preventing Machinery existing in Cachar Paper Mill" the managers were requested to express their views on five and the trade union leaders on four, dimensions of the efficacy of an Industrial Disputes Preventing Machinery. The first dimension on which these two groups were expected to opine was the extent of efficacy on a seven point scale against all the seven parameters (Annexure Nos. 1 & 2. may please be
referred). We propose to measure this extent of efficacy with the help of a qualitative and also a quantitative analysis of the collected data against each parameter separately. First we will analyse the data qualitatively.

4.1.1. QUALITATIVE ANALYSIS

4.1.1.1 Bi and Tri-partite Forums: Under the qualitative analysis, we will first discuss the outcome of the interview of executives and trade union leaders through the questionnaires, in relation to the first component of measuring the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill, i.e., Bi and Tri-partite Forums.

<table>
<thead>
<tr>
<th>TABLE NO. 4.1.1.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPARATIVE RESPONSES ABOUT 'BI AND TRI-PARTITE FORUMS'</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Categories</th>
<th>'Full extent' (point - 7)</th>
<th>'very large extent' (point-6)</th>
<th>'large extent' (point-5)</th>
<th>'some extent' (point-4)</th>
<th>'little extent' (point-3)</th>
<th>'very little extent' (point-2)</th>
<th>'no extent' (point-1)</th>
<th>Total Respondents.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/Executives</td>
<td>3</td>
<td>11</td>
<td>21</td>
<td>10</td>
<td>4</td>
<td>1.</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>(6.00)</td>
<td>(22.00)</td>
<td>(42.00)</td>
<td>(20.00)</td>
<td>(8.00)</td>
<td>(2.00)</td>
<td>(0.00)</td>
<td>(100.00)</td>
</tr>
<tr>
<td>Tradeunion Leaders</td>
<td>1</td>
<td>6</td>
<td>10</td>
<td>17</td>
<td>12</td>
<td>2</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>(2.00)</td>
<td>(12.00)</td>
<td>(20.00)</td>
<td>(34.00)</td>
<td>(24.00)</td>
<td>(4.00)</td>
<td>(4.00)</td>
<td>(100.00)</td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.

Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.

The opinion expressed by the managers/executives and also the trade union leaders in Table No. 4.1.1.1 indicates that Bi and Tri-partite Forums have been quite satisfactorily helping the management of Cachar Paper Mill to prevent industrial disputes. This can be inferred from the fact that out of the total responses of executives, as shown in Table No. 4.1.1.1, 42% of them have put their responses in the category of "large-extent."

Almost similarly, a substantial number of union leaders, i.e., 34% were of the
view that the present functioning of Bi and Tri-partite Forums in Cachar Paper Mill is helpful in preventing industrial disputes "to some extent."

Although it is noticed that there exists a difference between the opinions expressed by the managers/executives and the trade union leaders from "large-extent" (point -5) to "some-extent" (point-4), the difference can be said to be marginal as the opinions expressed by both the selected groups are very near to the centre in the '7-point scale' and this difference in the opinion could be due to, among others, the mental setup or psychological preparedness of the two constituents in context to differ in policy because of their conflicting interest.

It may, therefore, be concluded that Bi and Tri-partite Forums are largely helpful in preventing industrial disputes in Cachar Paper Mill and hence are largely efficacious.

4.1.1.2. Standing Orders

TABLE NO. 4.1.1.2

<table>
<thead>
<tr>
<th>COMPARATIVE RESPONSES ABOUT 'STANDING ORDERS'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Categories</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Managers/ Executives</td>
</tr>
<tr>
<td>Trade union Leaders</td>
</tr>
</tbody>
</table>

Source : Computed from the questionnaires.

Note : Figures in parentheses indicate the percentage of responses of both the categories of respondents.

Having a glance over the views on the second component of measuring the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill, i.e., Standing Orders,
we find from Table No. 4.1.1.2 that the functioning of 'Standing Orders' in Cachar Paper Mill is satisfactory to almost a 'very large extent', as 40% of the interviewed executives are of the view that 'Standing Orders' are contributing towards efficacy of the Industrial Disputes Preventing Machinery to a "very large extent" and 34% of the interviewed union leaders feel that this contribution is to a "large extent".

Like the opinions on Bi and Tri-partite Forums, here too we find a difference between the opinions expressed by the managers and the union leaders. The reasons of this difference can be attributed as the same as discussed earlier (in case of Table No. 4.1.1.1). However, a comparatively larger number of executives and union leaders have good words to offer with regard to the functioning of 'Standing Orders." The reasons of this high opinion are understandable. A very comprehensive set of "Standing Orders" applicable to Nagaon Paper Mill, Morigaon and Cachar Paper Mill, Hailakandi, covering the matters related to Codes of Conduct, Codes of Discipline, Security of Service and Service Conditions, apart from many other important and related issues, have been prepared, published and finally made available to employees and unions by the Hindustan Paper Corporation Ltd. (H.P.C.). Since the job has been done by Hindustan Paper Corporation Ltd. itself and not the Cachar Paper Mill management, it is easy and safe to assume that the job of preparing "Standing Orders" was carried out in a comparatively more scientific way, i.e., taking into consideration of the past experiences in this reference, confusion because of vagueness in the rules/standing orders, litigation, expectations of employees and unions, limitations and constraints on the part of management, changing scenario with regard to the matter and future challenges etc.

Thus we find that the reasons of conclusion i.e., the functioning of "Standing Orders" contributes to almost a 'very large extent' towards the efficacy of the Industrial Disputes Preventing Machinery in Cachar Paper Mill are now more convincing.
4.1.1.3. Provisions with regard to formation and also recognition of Trade Unions

TABLE NO. 4.1.1.3

COMPARATIVE RESPONSES ABOUT "PROVISIONS WITH REGARD TO FORMATION AND ALSO RECOGNITION OF TRADE UNIONS."

<table>
<thead>
<tr>
<th>Categories</th>
<th>'Full extent' (point-7)</th>
<th>'very large extent' (point-6)</th>
<th>'large extent' (point-5)</th>
<th>'some extent' (point-4)</th>
<th>'little extent' (point-3)</th>
<th>'very little extent' (point-2)</th>
<th>'no extent' (point-1)</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/</td>
<td>8 (16.00)</td>
<td>13 (26.00)</td>
<td>15 (30.00)</td>
<td>9 (18.00)</td>
<td>4 (8.00)</td>
<td>1 (2.00)</td>
<td>0 (0.00)</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>Executives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade union</td>
<td>7 (14.00)</td>
<td>7 (14.00)</td>
<td>13 (26.00)</td>
<td>11 (22.00)</td>
<td>6 (12.00)</td>
<td>5 (10.00)</td>
<td>1 (2.00)</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>Leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.

Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.

Table No. 4.1.1.3, which depicts the responses of the interviewed executives and union leaders with reference to the contribution of "Provisions with regard to formation and also recognition of Trade Unions" to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill, reveals that 30% of such executives feel that the existing "Provisions regarding Trade Unions" in Cachar Paper Mill contribute to a 'large extent', while the percentage of trade union leaders who are of this opinion is 26%. Interestingly, it is that component of measuring efficacy over which the largest number of executives and union leaders (30% and 26% respectively) maintain the opinion with the same degree i.e., to a "large extent." Commenting upon this, it can be said that it seems a good number of executives and union leaders were convinced about the sincerity of the management regarding allowing to form a union (of course if the organisers of such a union comply with the provisions of the acts concerned) and later recognising the same if such a union complies with the concerned provisions. In fact there is little possibility that a public sector unit in this country at this juncture could be insincere or
apathetic to formation of a union or/and later recognising the same. Thus the responses are convincing and understandable.

However, there props-up little doubt over the agreement in degree between the two groups i.e., executives and union leaders over the matter. Since this agreement is little rare, so the doubts are genuine. The possibility of misunderstanding of the question by the union leaders can not be over ruled, as the questionnaire was in English language only, and not all the union leaders interviewed perhaps had a good working knowledge of English language. It might have happened that some union leaders, while filling-up the questionnaire did not either read the question concerned properly or could not understand the same to its right meaning and took it as a comment seeking question on the functioning of the Trade Unions. Not to say that such trade union leaders (if any) wanted to opine that the functioning of the Trade Unions in Cachar Paper Mill is satisfactory to a "large extent."

The conclusion we can draw with regard to the opinions of the two groups in relation to the third component, i.e., "Provisions with regard to formation and also recognition of Trade Unions" is that this component too contributes largely to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

4.1.1.4. Labour Welfare Facilities

TABLE NO. 4.1.1.4
COMPARATIVE RESPONSES ABOUT "LABOUR WELFARE FACILITIES"

<table>
<thead>
<tr>
<th>Categories</th>
<th>'Full extent' (point-7)</th>
<th>'very large extent' (point-6)</th>
<th>'large extent' (point-5)</th>
<th>'some extent' (point-4)</th>
<th>'little extent' (point-3)</th>
<th>'very little extent' (point-2)</th>
<th>'no extent' (point-1)</th>
<th>Total Respondents.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/Executives</td>
<td>3 (6.00)</td>
<td>13 (26.00)</td>
<td>14 (28.00)</td>
<td>11 (22.00)</td>
<td>8 (16.00)</td>
<td>1 (2.00)</td>
<td>0 (0.00)</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>Trade union Leaders</td>
<td>0 (0.00)</td>
<td>1 (2.00)</td>
<td>3 (6.00)</td>
<td>13 (26.00)</td>
<td>11 (22.00)</td>
<td>16 (32.00)</td>
<td>6 (12.00)</td>
<td>50 (100.00)</td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.

Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.
Table No. 4.1.1.4 speaks that the highest percentage, i.e., 28% of interviewed executives were of the view that the existing Welfare Facilities provided by the management of Cachar Paper Mill to its workers are capable of contributing positively to the efficacy of Industrial Disputes Preventing Machinery, to a 'large extent', whereas the highest percentage of union leaders, i.e., 32% are found of the view that the existing Welfare Facilities are capable of strengthening the efficacy of Industrial Disputes Preventing Machinery to a 'very little extent'. It is not a secret that in developing countries a good number of industrial disputes take place because of semi/un/dis-satisfactory Welfare Facilities provided to workers. More than the fact that whether or not a particular or all the Welfare Facilities are satisfactory, what matters (more) is the perception of workers about the facilities they receive. It is this fact which justifies the relevance of the study undertaken.

The enquiries of the researcher regarding statutory kind of Welfare Facilities revealed that the facilities which are to be provided under statutory provisions are being provided to the workers of Cachar Paper Mill. There could be many reasons behind a high percentage, i.e., 32% of union leaders being of the opinion that the component of 'Welfare Facilities' contributes to a 'very little extent' towards the efficacy of Industrial Disputes Preventing Machinery. First reason could be that out of all the things, it is Welfare Facilities for which the workers in most of the developing countries hold high expectations with regard to quantity and quality of Welfare Facilities, and, therefore, maintain a pressure for betterment of these facilities. Studies have revealed that in developing countries the workers instead of caring for "a greater share in decision making" (Bi and Tri-partite Forums), more objectivity and transparency in management policies concerning workers (Standing Orders), Union Recognition issues, Counselling and even Grievance Handling, they attach more importance to Welfare Facilities. The poor satisfaction of the workers of Cachar Paper Mill regarding Welfare Facilities thus could be seen in light of the non-fulfilment of their high aspirations and expectations regarding Welfare Facilities. Since it is the managers who are to supervise the timely and proper delivery of Welfare Facilities in any organisation, it is again quite natural if the managers of Cachar Paper Mill have patted their back themselves as 26% of them
feel that the count of Welfare Facilities is contributing towards the efficacy of Industrial Disputes Preventing Machinery to a 'very large extent' and 28% of them feel that it is to a 'large extent'. Thus the wide gap between the opinions of the two groups is understandable.

The conclusion which can be drawn about the state of "Welfare Facilities" in Cachar Paper Mill is that, this contributes only to 'some extent' to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

4.1.1.5. Counselling to Workers

TABLE NO. 4.1.1.5

<table>
<thead>
<tr>
<th>Categories</th>
<th>Full extent' (point7)</th>
<th>'very large extent' (point-6)</th>
<th>'large extent' (point-5)</th>
<th>'some extent' (point-4)</th>
<th>'little extent' (point-3)</th>
<th>'very little extent' (point-2)</th>
<th>'no extent' (point-1)</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/ Executives</td>
<td>6 (12.00)</td>
<td>10 (20.00)</td>
<td>9 (18.00)</td>
<td>16 (32.00)</td>
<td>5 (10.00)</td>
<td>4 (8.00)</td>
<td>0 (0.00)</td>
<td>50</td>
</tr>
<tr>
<td>Trade union Leaders</td>
<td>1 (2.00)</td>
<td>4 (8.00)</td>
<td>4 (8.00)</td>
<td>4 (8.00)</td>
<td>16 (32.00)</td>
<td>16 (32.00)</td>
<td>5 (10.00)</td>
<td>50</td>
</tr>
</tbody>
</table>

Source : Computed from the questionnaires.
Note : Figures in parentheses indicate the percentage of responses of both the categories of respondents.

Out of the seven components of measuring efficacy 'Counselling to Workers' was the only one over which the highest percentage, i.e., 32% of interviewed executives came to centre of opinion, i.e., they opined that the existing state of Counselling to Workers (on the matters stated in the questionnaire) is capable of contributing positively to the efficacy of Industrial Disputes Preventing Machinery, to 'some extent' only. On remaining six components the executives' opinion in this reference was either high or very high. This speaks the state of affairs in relation to "Counselling to Workers" in
Cachar Paper Mill at least on a comparative basis. The union leaders' opinion on this count too was not different in one sense, i.e., they too had to offer comparatively poorer remarks against this component i.e., Counselling to Workers. On the whole 64% of them were of the view that the "Counselling to Workers" is able to contribute positively to the efficacy of Industrial Disputes Preventing Machinery to a 'little extent' (32%) or to a 'very little extent' (32% again).

Even though the executives and the union leaders differed on the degree of the state of affairs of "Counselling to Workers", the trend of their views had a similarity.

Coming to the question that if the 'Counselling to Workers' is in a neglected/poor state in Cachar Paper Mill why is it so, it can be guessed that both the parties i.e., the workers and those who were assigned the job of counselling erred. Workers are not ordinarily interested in any that thing which is not substantial/real/concrete or even material. And not to say that the advices/counselling is not a material substance, which is capable of luring the workers of todays materialistic world. The above guess seems to have weight because the matters over which the workers are supposed to get counselling are maintenance of better industrial relations in general and prolonged and unauthorised absenteeism, awareness about various rules and regulations of Cachar Paper Mill, relations with officers, subordinates and peers and those personal problems which are capable of affecting adversely the employment life of workers in particular. There is hardly one matter which is capable of attracting workers for having counselling. And, therefore, there is little possibility for workers feeling tempted to approach the managers to get counselling. Not to say that if the workers either do not approach or approach the managers half heartedly, the managers concerned can not perform the job easily.

But if that is the problem, then the management should have adopted some such measures which encourage workers to come forward for getting counselling. One more reason which might have been serving as stumbling block in making the counselling better and popular, could be the non or half hearted acceptance of the offered advices on the part of workers. Here we can comment that even though both the parties interviewed differed on the degree of their opinion, as compared to their views on
other components of the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill, the trend of their views was the same i.e. towards comparatively poorer comments to offer.

The conclusion which can be drawn about the state of 'Counselling to Workers' in Cachar Paper Mill is that, this component contributes hardly to a 'little extent' to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

4.1.1.6. Provisions regarding Collective Bargaining

**TABLE NO. 4.1.1.6**

**COMPARATIVE RESPONSES ABOUT "PROVISIONS REGARDING COLLECTIVE BARGAINING"**

<table>
<thead>
<tr>
<th>Categories</th>
<th>'Full extent' (point-7)</th>
<th>'very large extent' (point-6)</th>
<th>'large extent' (point-5)</th>
<th>'some extent' (point-4)</th>
<th>'little extent' (point-3)</th>
<th>'very little extent' (point-2)</th>
<th>'no extent' (point-1)</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/Executives</td>
<td>2 (4.00)</td>
<td>7 (14.00)</td>
<td>18 (36.00)</td>
<td>18 (36.00)</td>
<td>4 (8.00)</td>
<td>1 (2.00)</td>
<td>0 (0.00)</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>Trade union Leaders</td>
<td>2 (4.00)</td>
<td>3 (6.00)</td>
<td>4 (8.00)</td>
<td>16 (32.00)</td>
<td>13 (26.00)</td>
<td>12 (24.00)</td>
<td>0 (0.00)</td>
<td>50 (100.00)</td>
</tr>
</tbody>
</table>

*Source: Computed from the questionnaires.*

*Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.*

Table No. 4.1.1.6 reveals that some 36% of the interviewed executives were of the view that the existing state of provisions regarding Collective Bargaining is able to contribute positively to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill to a 'large extent.' A similar percentage of executives felt that this contribution is only to "some extent." The highest percentage of union leaders, i.e. 32% also felt that this contribution is only to "some extent." The other figures in the Table reveal that another set of 26% of the union leaders found this contribution only to a
"little extent" and yet another set of 24% union leaders found it only to a "very little extent". If combined all these i.e., to 'some extent' (32%), to a 'little extent' (26%) and to a 'very little extent' (24%), we find that 82% of the interviewed union leaders had not to offer very good words about the state of affairs in relation to "Collective Bargaining" in Cachar Paper Mill. Since the question put to both the groups was in its totality and not by specifying various variables of it, i.e., "Provisions regarding Collective Bargaining" (for example, organising bargaining forums, intentions of either/both the parties before and during bargaining, subject matters (agenda) of bargaining, timings of bargaining amount of representation by either/both the parties during bargaining and sincerity and enthusiasm etc. for bargaining) it is not clear that whether the respondents addressed to the variables mentioned above or the implementation of the decisions of bargaining. It seems that both these two dimensions of bargaining were in the minds of the respondents.

Here it may not be out of context to mention that the success or otherwise of Provisions regarding Collective Bargaining largely depends on degree and also the kind of professional leadership and the levels of I.Q., presence of mind, shrewdness, understanding of matters, capacity to counter the arguments of the opponents and even cunningness of the union leaders and also the managers. Interestingly, the skill and professionalism in relation to the qualities mentioned above of managers in our country has improved much more than the union leaders in our country in general and the leaders in those industries which are located in a comparatively backward/unindustrialised/un-unionised areas/industries in particular.

If seen in this light, we can assume that since the union leaders in Cachar Paper Mill partly lack the above qualities, there is every possibility that they did not match well with their managerial counterparts during bargaining and, therefore, could not bring the desired results as expected from the bargaining table for the workers. Hence this (82%) gloomy level of satisfaction over the state of Provisions regarding Collective Bargaining in Cachar Paper Mill. The case of managers is almost vice-versa. Here it can be said that the two parties agree to 'some extent' and disagree to a 'large extent.'
The conclusion which can be drawn about the state of 'Collective Bargaining' in Cachar Paper Mill is that, this component contributes only to a little extent to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

4.1.1.7. Grievance Handling Procedure

**TABLE NO. 4.1.1.7**

**COMPARATIVE RESPONSES ABOUT "GRIEVANCE HANDLING PROCEDURE"**

<table>
<thead>
<tr>
<th>Categories</th>
<th>'Full extent' (point-7)</th>
<th>'very large extent' (point-6)</th>
<th>'large extent' (point-5)</th>
<th>'some extent' (point-4)</th>
<th>'little extent' (point-3)</th>
<th>'very little extent' (point-2)</th>
<th>'no extent' (point-1)</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/Executives</td>
<td>3 (6.00)</td>
<td>4 (8.00)</td>
<td>15 (30.00)</td>
<td>14 (28.00)</td>
<td>8 (16.00)</td>
<td>6 (12.00)</td>
<td>0 (0.00)</td>
<td>50</td>
</tr>
<tr>
<td>Trade union Leaders</td>
<td>0 (0.00)</td>
<td>2 (4.00)</td>
<td>2 (4.00)</td>
<td>4 (8.00)</td>
<td>11 (22.00)</td>
<td>22 (44.00)</td>
<td>9 (18.00)</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Computed from the questionnaires.*

*Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.*

Table No. 4.1.1.7 reveals that 30% of the interviewed executives were of the view that the existing state of Grievance Handling Procedure is able to contribute positively to the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill to a 'large extent', and 28% of them felt that this contribution is only to 'some extent'. But the opinion of the union leaders on the above count is very extreme. It is clear from the Table No. 4.1.1.7 that the existing position of Grievance Handling Procedure in Cachar Paper Mill happens to be the first component, out of seven to measure efficacy, over which a very high percentage of union leaders (44%) have expressed that this contribution is only to a 'very little extent.' This dissatisfaction of union leaders is in addition to the fact that on two occasions, i.e., in respect of Grievance Handling Procedure and Labour Welfare Facilities no union leader could find the contribution to the tune of 'full extent' and not to say of these two Grievance Handling
Procedure is one. Thus the degree of unhappiness of union leaders over the state of affairs of Grievance Handling Procedure is clear from the Table.

Coming to the diverse opinions expressed by the two groups, i.e., executives and union leaders and also a comparatively higher degree of dissatisfaction among union leaders over the matter it can be said that reasons of these are as follows:

A thorough literature survey reveals that by and large the Grievance Handling Procedures are not working satisfactorily throughout the country, except in those organisations where the past experiences of litigations by the employees are very bitter. Again Grievance Handling Procedure, it has been experienced, works better in those units which are comparatively bigger and employ a larger army of work force and also where past litigations by employees went in favour of them more than the organisation. Testing on above parameters, we find that this is largely applicable to Cachar Paper Mill, i.e., the unit is a comparatively smaller one, not much litigation was there in Cachar Paper Mill against the employer by the employees in the past and whatever such litigations were there not majority of these were settled in favour of employees. The above clearly speaks about the reasons of apathy of the management towards Grievance Handling Procedure in Cachar Paper Mill. In fact only a glance over the Grievance Handling Procedure followed by the Cachar Paper Mill may reveal that the management does not attach much importance to it. However, since it is a practice to have it the management has decorated its drawing-room of Industrial Disputes Preventing Machinery with one more article, i.e., Grievance Handling Procedure.

One more reason behind this high degree of dissatisfaction among union leaders regarding the functioning of Grievance Handling Procedure could be the bitter experiences regarding Grievance Handling Procedure in Cachar Paper Mill of either some those union leaders themselves who were interviewed, or their supporters and followers in the army of work force. If that is true then such union leaders, in every likely, might have exploited the opportunity of expressing their unhappiness at the time of filling up the questionnaires.
We can conclude here that the union leaders were highly dissatisfied over the functioning of 'Grievance Handling Procedure' in Cachar Paper Mill and their this dissatisfaction was highest in comparison to their satisfaction/dissatisfactors over other components of measuring efficacy. Also the opinion of the two groups differed widely on this count.

4.1.2. QUANTITATIVE ANALYSIS

In the previous section we have analysed the collected data basically through a qualitative approach and noticed that the managers and the trade union leaders maintain certain degree of difference in their opinion about the efficacy of the parameters in preventing the industrial disputes in Cachar Paper Mill. We have also claimed that this difference in opinion in certain cases are marginal and could be because of the conflicting interest that they have. For instance, with regard to the Bi and Tri-partite Forums, the managers/executives are in the opinion "scale of point-5", and the trade union leaders "point -4", meaning 'large extent' and 'to some extent', respectively. And to offer our interpretation to the findings, we have claimed that this difference in the opinion could be marginal in the seven point scale as the scores are near to the middle, and hence they are very near to have the same opinion that Bi and Tri-partite Forums are efficacious. However, to make our claim more affirmative, we wish to prove if the difference in the opinions expressed by the two categories of respondents is statistically insignificant, and hence is the Kendall's Test of Concordance.

Kendall’s Test of Concordance is a statistical tool used to test the agreement or disagreement between the opinions expressed by two groups of persons about a given phenomenon. Assuming the managers and the trade union leaders to be two different groups of persons who have been asked to opine on the efficacy of seven parameters, namely,

Bi and Tri-partite Forums,
Standing Orders,
Provisions with regard to formation and also recognition of Trade Unions,
Labour Welfare Facilities,
Counselling to Workers,
Provisions regarding Collective Bargaining &

Grievance Handling Procedure, we apply this test, i.e., the Kendall's Test, against the parameters to examine if the opinions expressed by the managers and the trade union leaders are statistically significant. Test of the broad hypothesis "Industrial Disputes Preventing Machinery existing in Cachar Paper Mill is by and large efficacious", consequently falls within the scope of discussions in this section.

For the purpose of Kendall Test we put the formulated hypothesis as follows:

$H_0$: the sets of ranks do not exhibit a significant level of agreement between the opinions expressed by the executives/managers and the trade union leaders regarding the efficacy of the existing Industrial Disputes Preventing Machinery in Cachar Paper Mill.

$H_1$: the sets of ranks exhibit a significant level of agreement between the opinions expressed by the executives / managers and the trade union leaders regarding the efficacy of the existing Industrial Disputes Preventing Machinery in Cachar Paper Mill.

Now we construct Table No. 4.1.2 by taking the weighted averages of the responses given by both the managers/executives and the trade union leaders in respect of each of the seven parameters and call it as ranks.

**TABLE NO. 4.1.2**

**DISTRIBUTION OF RANKS (i.e. WEIGHTED AVERAGE OF OPINIONS) AGAINST EACH PARAMETER.**

<table>
<thead>
<tr>
<th>Parameters</th>
<th>'Bi and Tripartite Forums'</th>
<th>'Standing Orders'</th>
<th>'Provisions with regard to formation and also recognition of Trade Unions'</th>
<th>Labour Welfare Facilities</th>
<th>'Counselling to Workers'</th>
<th>'Provisions regarding Collective Bargaining'</th>
<th>'Grievance Handling Procedure'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/ Executives</td>
<td>4.92</td>
<td>5.50</td>
<td>5.18</td>
<td>4.78</td>
<td>4.68</td>
<td>4.64</td>
<td>4.24</td>
</tr>
<tr>
<td>Trade union leaders</td>
<td>4.06</td>
<td>4.94</td>
<td>4.58</td>
<td>2.88</td>
<td>3.04</td>
<td>3.58</td>
<td>2.48</td>
</tr>
<tr>
<td>Rank Sum R</td>
<td>8.98</td>
<td>10.44</td>
<td>9.76</td>
<td>7.66</td>
<td>7.72</td>
<td>8.22</td>
<td>6.72</td>
</tr>
</tbody>
</table>

Source: Annexure - 8
As per requirement, of the Kendall’s Test we further calculate:

\[ \chi^2 = \frac{12 \sum R^2 - 3n [k(n+1)]^2}{kn(n+1)} = 7.275 \]

where, \( \sum R^2 = \) Summation of \( R^2 = 515.9 \)

\( R = \) Sum of the ranks assigned to an item, i.e., 8.98, 10.44, 9.76, 7.66, 7.72, 8.22, 6.72.

\( n = \) No. of items that are ranked = 7

\( k = \) No. of the groups of people assigning the ranks = 2

The decision rule for the concordance test at significance level \( \alpha \) is:

Reject \( H_0 \) if sample \( \chi^2 > \chi^2_{\alpha, v} \)

where \( v = n-1 \), with \( \alpha = 0.05 \)

As we find that the calculated sample

\( \chi^2 (= 7.275) < \chi^2_{0.05, 6} (=12.592) \), \( H_0 \) is accepted. In other words,

we find that sample \( \chi^2 = 7.275 \) and \( \chi^2_{0.05, 6} = 12.592 \), indicating thereby that

sample \( \chi^2 < \chi^2_{0.05, 6} \). Hence, \( H_0 \) is accepted.

It has also been seen that \( H_0 \) is accepted at even 1% i.e., (0.01) degree of freedom

where \( \chi^2 ( = 7.275) < \chi^2_{0.01, 6} (=16.812) \)

So, it is statistically established that the sets of ranks, i.e the weighted averages of responses given by the managers and trade union leaders do not exhibit a significant level of agreement with respect to the efficacy of the Industrial Disputes Preventing Machinery in Cachar Paper Mill. In other words, they continue to hold different opinions regarding the various parameters concerning Industrial Disputes Preventing Machinery in Cachar Paper Mill which, as has already been explained in the previous section (page nos. 120 & 121 / 122 and also 132) is due to their conflicting interests.

Keeping in view the overall responses of the managers and the trade union leaders and the concerning discussions there of, we may conclude that the Industrial Disputes Preventing Machinery in Cachar Paper Mill is by and large efficacious.
4.2. POSSIBLE SCOPE OF IMPROVEMENT IN VARIOUS COMPONENTS OF THE EFFICACY

Keeping in mind that often it happens that the rules, regulations and provisions with regard to certain matter are framed/developed with a noble spirit, in a scientific manner and at appropriate time but when it comes to implement these in the same spirit, in a proper manner and at a right time, apathy, neglect and abuse take place. To note the existing position of such things with regard to Industrial Disputes Preventing Machinery of Cachar Paper Mill both types of respondents were asked to opine separately against all the seven parameters of testing efficacy. The question they were put in this regard was — "Do you feel that to address the problem of Industrial Disputes in a better manner some of the components of the Machinery for Preventing Industrial Disputes in Cachar Paper Mill need improvement?" The respondents were supposed to give answer of the above question either in Yes or No. Assuming that a section of respondents may reply in affirmative, a supplementary question was also framed for this section, i.e., those who may respond in affirmative. This question was as follows:

"If yes, which of the following component(s), in your view, need improvement and towards which aspect, i.e., whether aspect relating to its provisions or its implementation or both." (Annexure Nos. 1 and 2 may please be referred).

Table No. 4.2 depicts the responses of the above (former) question.

TABLE NO. 4.2

COMPARATIVE RESPONSES ABOUT POSSIBILITY OF IMPROVEMENT IN VARIOUS COMPONENTS OF THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERY IN CACHAR PAPER MILL.

<table>
<thead>
<tr>
<th>Categories</th>
<th>Yes</th>
<th>No</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/Executives</td>
<td>44</td>
<td>6</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>(88.00)</td>
<td>(12.00)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade Union Leaders</td>
<td>46</td>
<td>4</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>(92.00)</td>
<td>(8.00)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.
Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.
In the Table we find a great degree of similarity between the views of the union leaders and the executives over the issue of whether or not some of the components of the Machinery for Preventing Industrial Disputes in Cachar Paper Mill need improvement. We note that 88% managers and 92% union leaders feel that the improvement is needed. Only a few of them, i.e., 12% managers and 8% union leaders feel that the existing Industrial Disputes Preventing Machinery of Cachar Paper Mill is satisfactory with all its components. Need not to mention that the Table indirectly also reveals that a very high percentage of respondents from both the groups feel that the existing Industrial Disputes Preventing Machinery is not foolproof and needs those kinds of improvements which might be required.

Coming to analyse the responses of those who feel that an improvement is needed, it will be desirable to mention here that out of such union leaders/managers not all were of the view that such an improvement is needed in all the components/parameters of the Industrial Disputes Preventing Machinery of Cachar Paper Mill.

Table No. 4.2.1, which portrays the responses of both the groups on the matter, reveals that the highest degree of desirability with regard to changes in provisions, as per the views of the union leaders, was in case of Standing Orders (19.57%), followed by Grievance Handling Procedure (13.04%). Desirability of a change in Grievance Handling Procedure is understandable because the Grievance Handling Procedure which is in force and practice at present is not a comprehensive one and, therefore, it at least needs to be elaborated more, apart from perhaps increasing the number of its stages and making the procedure easier. But a similar kind of desirability in case of Standing Orders is not easily understandable, mainly because a very comprehensive set of Standing Orders does exist. But because a comparatively high percentage (19.57%) of union leaders feel so, the possibility of all these or atleast sum of these union leaders holding a view that since the provisions of Standing Orders, which mainly deal with the matters related to Wages, Security of Service and Service Conditions of employees, do not properly take care of their interest, these are not satisfactory can not be ruled out.
TABLE NO. 4.2.1

Responses of Managers and Trade Union Leaders with regard to improvement towards aspects relating to provisions or implementation or both of the various components of the efficacy of Industrial Disputes Preventing Machinery (IDPM) in Cachar Paper Mill.

<table>
<thead>
<tr>
<th>Name of components of IDPM</th>
<th>Categories</th>
<th>Aspects relating to its provisions</th>
<th>Aspects relating to its implementation</th>
<th>Both</th>
<th>No improvement is needed</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bi and Tri-partite Forums</td>
<td>Managers/Executives</td>
<td>3 (6.82)</td>
<td>17 (38.63)</td>
<td>6 (13.64)</td>
<td>18 (40.91)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>3 (6.52)</td>
<td>20 (43.48)</td>
<td>19 (41.30)</td>
<td>4 (8.70)</td>
<td>46 (100.00)</td>
</tr>
<tr>
<td>2. Standing Orders</td>
<td>Managers/Executives</td>
<td>2 (4.55)</td>
<td>15 (34.09)</td>
<td>4 (9.10)</td>
<td>23 (52.26)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>9 (19.57)</td>
<td>13 (28.26)</td>
<td>15 (32.60)</td>
<td>9 (19.57)</td>
<td>46 (100.00)</td>
</tr>
<tr>
<td>3. Formation and Recognition of Trade Unions</td>
<td>Managers/Executives</td>
<td>7 (15.91)</td>
<td>12 (27.27)</td>
<td>6 (13.64)</td>
<td>19 (43.18)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>4 (8.70)</td>
<td>16 (34.78)</td>
<td>18 (39.13)</td>
<td>8 (17.39)</td>
<td>46 (100.00)</td>
</tr>
<tr>
<td>4. Labour Welfare Facilities</td>
<td>Managers/Executives</td>
<td>3 (6.82)</td>
<td>16 (36.36)</td>
<td>8 (18.18)</td>
<td>17 (38.64)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>3 (6.52)</td>
<td>18 (39.13)</td>
<td>22 (47.83)</td>
<td>3 (6.52)</td>
<td>46 (100.00)</td>
</tr>
<tr>
<td>5. Counselling to Workers</td>
<td>Managers/Executives</td>
<td>6 (13.64)</td>
<td>20 (45.46)</td>
<td>7 (15.90)</td>
<td>11 (25.00)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>5 (10.87)</td>
<td>16 (34.78)</td>
<td>21 (45.65)</td>
<td>4 (8.70)</td>
<td>46 (100.00)</td>
</tr>
<tr>
<td>6. Provisions regarding Collective Bargaining</td>
<td>Managers/Executives</td>
<td>5 (11.36)</td>
<td>14 (31.82)</td>
<td>6 (13.64)</td>
<td>19 (43.18)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>5 (10.87)</td>
<td>16 (34.78)</td>
<td>21 (45.65)</td>
<td>4 (8.70)</td>
<td>46 (100.00)</td>
</tr>
<tr>
<td>7. Grievance Handling procedure</td>
<td>Managers/Executives</td>
<td>2 (4.55)</td>
<td>15 (34.09)</td>
<td>15 (34.09)</td>
<td>12 (27.27)</td>
<td>44 (100.00)</td>
</tr>
<tr>
<td></td>
<td>Trade union leaders</td>
<td>6 (13.04)</td>
<td>10 (21.74)</td>
<td>23 (50.00)</td>
<td>7 (15.22)</td>
<td>46 (100.00)</td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.

Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents against each parameter.
A comparatively lesser percentage of union leaders (10.87%) feel that provisions with regard to Collective Bargaining and also Counselling to Workers need improvement. Interestingly a comparatively good percentage of managers too feel that Provisions with regard to Collective Bargaining (11.36%) and Counselling to Workers (13.64%) need improvement. It seems that certain aspects relating to provisions of the above two, i.e., Counselling to Workers and Collective Bargaining are either redundant or not very helpful in preventing disputes, and therefore, both the groups, in certain proportion, feel that there does lie a scope of improvement in these two. However, the similarity of views between the two groups is confined only on the above mentioned two factors, i.e., counselling to workers and collective bargaining. Unlike the union leaders, whose maximum dissatisfaction lies with the provisions of Standing Orders, the executives' highest dissatisfaction (15.91%) lies with the Provisions relating to formation and also recognition of Trade Unions. Here commeting upon the responses of the managers it can be said that the possibility of either all the managers or at least some of them holding a view that since the concerned provisions in certain situations allow more than one union to participate in decision making bodies, the provisions are not satisfactory, can not be ruled out.

Coming to implementation aspects of various components of the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill, we find that Table No. 4.2.1 speaks that the maximum percentage of union leaders feel that it is Bi and Tripartite Forums (43.48%) followed by Labour Welfare Facilities (39.13%). The message from the views of union leaders is loud and clear. A good percentage of interviewed union leaders (43.48% and 39.13%) feel that the provisions with regard to Bi and Tri-Partite Forums and Labour Welfare Facilities are by and large satisfactory but despite the existence of provisions and accepting the wishes of the groups concerned in principle, these lack on the part of proper and timely implementation. Another group of union leaders, which is substantially large (i.e., 34.78%), feels that the picture with regard to implementing the Provisions of formation and also recognition of Trade Unions, Counselling to Workers and Collective Bargaining is also not very satisfactory.
We further observe from the Table that the maximum percentage (45.46%) of managers is critical about the implementation aspect of Counselling to Workers. It seems that they were not happy with the workers who after enjoying counselling facilities from the management either did not bring it to practice or even if practiced the same, did so half-heartedly, in a lack-lustre manner and at a late date.

The other component, about whose implementation aspect the managers were critical, was Bi and Tri-Partite Forums, as 38.63% managers expressed their dissatisfaction with regard to it. Here, we find that the managers, to a large extent, were in agreement with the views of union leaders, as 43.48% union leaders felt similar to that of executives.

In fact a close look over the Table reveals that the degree of difference of opinion between the two groups was not very high in case of almost all the components except the Grievance Handling Procedure and the Standing Orders over the matter. Thus we conclude that the difference in opinion of the two groups with regard to implementation aspect is not very significant and is only marginal in case of five components, i.e., Bi and Tri-Partite Forums, Provisions with regard to formation and also recognition of Trade Unions, Labour Welfare Facilities, Counselling to Workers, and Provisions regarding Collective Bargaining.

In earlier paragraphs we noted that which component or components of the efficacy of Industrial Disputes Preventing Machinery need(s) improvement in Cachar Paper Mill in the opinion of union leaders or executives and whether in relation to its provisions or its implementation aspect. Now we will observe that which component or components of Industrial Disputes Preventing Machinery need(s) improvement in Cachar Paper Mill, as per the views of both the above mentioned groups, in relation to both the aspects, i.e., the aspect relating to provisions and also implementation.

Table No. 4.2.1 reveals that the highest percentage of union leaders (50.00%) and the managers (34.09%) feel that the scope of improvement with regard to provisions and also its implementation lies with Grievance Handling Procedure. As far other components are concerned a comparatively lesser percentage of union leaders and
managers feel that the scope exists with regard to improvement in provisions and also implementation. It can easily be observed from the Table, column "Both" that the degree of disagreement between the two groups is substantial, except in case of Grievance Handling Procedure.

Table also reveals one important feature of responses by both the groups, i.e., in comparison to trade union leaders more percentage of managers feel that no improvement is needed in various components of the said Industrial Disputes Preventing Machinery. The percentage of union leaders who feel so is comparatively far less. This can be observed in the Table No. 4.2.1 with the column "No improvement is needed."

Thus here too we find that the degree of disagreement between the two groups is substantial, but the nature of difference in opinion is different than it was on other matters, specially in relation to "Both".

4.3. POSSIBLE ADDITIONS IN THE LIST OF PARAMETERS

Even though at the time of undertaking, this study a pilot survey was conducted mainly to find out that what are the components/parameters of the efficacy of an Industrial Disputes Preventing Machinery, which matter as per the perception of the union leaders and the managers working in Cachar Paper Mill, and later as per their responses only those components/parameters (seven) were chosen for the purpose of study which were stated by a majority of the respondents, but considering the fact that this pilot survey covered only a small number of executives and union leaders, for the purpose of main study one more question was included in the questionnaire, for both the groups, which aimed at listing down some those components of the efficacy of an Industrial Disputes Preventing Machinery which as per the perception of the respondents (a larger audience) could be worth but have not been included in the questionnaire. The question put to them to know this was— "Do you think that in order to make this machinery more efficacious there is a need to add a few more components in it?" The respondents had to reply in either Yes or No. Table No 4.3 depicts the responses of the above question.
Table reveals that only 34% (i.e., 17 in number) managers and 54% (i.e., 27 in number) union leaders wanted to add more components in Industrial Disputes Preventing Machinery to make the same more efficacious. Not to say that 66% (i.e., 33 in number) managers and 46% (i.e., 23 in number) union leaders were of the view that the present list of components of Industrial Disputes Preventing Machinery is all right, else some or all of them were not capable of adding a few more, despite holding the view that the present list of components is not complete.

The above question was followed by a supplementary question –
If yes please specify one by one.

A careful glance at the write-ups in reply to the above question reveals that as many as six executives/managers (out of seventeen) with different words and terminologies favoured motivating workers to prevent industrial disputes. In fact at the time of preparing questionnaire the role of motivation in preventing disputes was very much considered. But instead of accepting motivation as one of the components/parameters of preventing industrial disputes, it was found more useful to include "Counselling to Workers" as one, because the management during pilot survey insisted
that we motivate them through in fact all the seven components / parameters in general and counselling in particular, which primarily is aimed at motivating workers. We, therefore, can comment here that this will not be a major addition, if accepted. The responses of these six executives also draw an attention of the researcher that the component 'Counselling to Workers' was perhaps not understood properly by at least these six executives/managers. Out of the remaining executives, (i.e., eleven) three advocated for Bi and Tri-partite Forums either straight forwardly or by using some other terms and language. Out of remaining executives two pointed towards taking the help of Grievance Handling Procedure, one Welfare Facilities and one Trade Unions. Not to say that all these components are very much a part of existing Industrial Disputes Preventing Machinery of Cachar Paper Mill and, therefore, it can again be inferred that most probably these executives perhaps could not understand the questionnaire properly and, therefore, instead of suggesting a new one only repeated the old ones. Some six managers responded in such a manner that was either vague or largely not understandable. May be they had some good ideas to offer but somehow the language they used did not elaborate their ideas to the comprehension of the researcher. For example, two of them suggested for setting up of sales committees. Another, gentleman suggested to create work-culture without specifying how and/or with what modus operandi. One more respondent suggested for utilising manpower properly. Only a few of them suggested for some those which could be accepted as new. For example two of them suggested that there should be a full-fledged human resource development cell. Knowing that a personnel department very much exists in Cachar Paper Mill, the only thing which comes to mind of the researcher after reading this suggestion is that these gentlemen perhaps wanted to enrich, enlarge and promote the human resource development activities more. Another executive coined the idea of quality circles, but without narrating his perception of quality circles because many of the jobs which are being performed by quality circles in other organisations are well taken care of by other existing forums and bodies in Cachar Paper Mill. This very gentleman suggested for improving communication channels, not to say between/among the concerned groups, individuals and departments/cells. This is a welcome idea. However, possibility of adding the same as another
component could well be examined, as communication more than a separate matter is a matter tagged with every kind of activity in an organisation. But at least this can be ensured that whether or not requisite kind of communication is taking place at requisite time and in a requisite manner in order to see that the Industrial Disputes Preventing Machinery is more efficacious.

A glance at the replies made by the union leaders in response to the question concerned reveals that some fifteen union leaders, out of the twenty seven who had agreed to add some new component in the Industrial Disputes Preventing Machinery of Cachar Paper Mill, have suggested something that which is either not directly related like "how to improve production", or "wastage and misuse of raw materials to be controlled" or "modernisation of machinery is required", or have offered vague and lofty ideas which are hardly understandable like 'improve industrial relations' or "good relations between management and workers as well as union are required" or "good working environment (is needed)" or "work culture (needs to be improved)" or "sales committees (are to be formed)". Ideas like "corruption preventing committees should be formed" and "job efficiency of both, management and workers should be improved" are hardly understandable. There may be a possibility that some of these ideas are really useful but because the same have not been put in an understandable manner, may be because of poor language/communication skills/clarity of thoughts, it is not possible to take use of these.

Out of remaining, nine union leaders with changed words and language have tried to suggest that the functioning of Bi and Tri-partite Bodies should be improved. In fact the language that most of them have used is "Workers' Participation in Management". Since 'Bi and Tri-partite Forums' has already been included as one of the components in the list of efficacy of the Industrial Disputes Preventing Machinery in the questionnaire, it amounts to repetition, which means these union leaders did not have any new component to add in the existing list. This also makes it amply clear that not all the union leaders had either understood the questions in the questionnaire or at least some of them filled up the questionnaire carelessly/negligently. Like in case of Bi and
Tri-partite Forums/ Workers' Participation in Management above, two union leaders suggested that the collective bargaining should be implemented/improved, and one each spoke about Grievance Handling Procedure and Labour Welfare Facilities. A similar observation can be made about these three union leaders too.

Only five union leaders could forward some those ideas which are close to 'new'. One such idea was to maintain family relations between workers and management while two of them suggested that workers' participation in production committees should also be allowed, which means production committees, with the representation of both the groups, should be framed. The idea of one more gentleman was initially not very clear but it seems that he wanted to say that workers belonging to both the sides, i.e., personnel and technical, should be trained properly to participate in Bi and Tri-partite Forums. Another union leader wanted that the understanding between management and union should be improved, though without suggesting how to do the same. However, this idea can be examined.

4.4. A COMPARATIVE STUDY OF THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERIES OF NAGAON PAPER MILL, MORIGAON AND CACHAR PAPER MILL, HAILAKANDI.

It was during pilot survey when the researcher came to know that the employees, specially managers, can be transferred from one plant of Hindustan Paper Corporation Limited to other. Knowing that there is another plant located at Morigaon and the same belongs to Hindustan Paper Corporation Ltd., it came to mind of the researcher that in order to find out the state of efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill, apart from other means, one could be a comparison of the efficacy of Industrial Disputes Preventing Machinery between Nagaon Paper Mill, Morigaon and Cachar Paper Mill, Hailakandi, as per the perception of executives. The simple reason as to why only the executives were chosen for their perception study, was that the employees who happen to be leaders also are seldom transferred, whereas managers are transferred quite frequently from Nagaon Paper Mill to Cachar Paper Mill and vice-versa.

[144]
The simple question which the executives were asked for the purpose was—"where does, in your view, the efficacy of the Machinery for Preventing Industrial Disputes followed in Cachar Paper Mill stand in comparison to the efficacy of the Machinery for the purpose at work in Nagaon Paper Mill, Jagiroad, Assam". The executives were supposed to reply on a four point scale which included Equivalent/ Better/Worse/ No idea. Table No. 4.4 portrays the responses of the executives in this regard.

**TABLE NO. 4.4**

**COMPARISON BETWEEN NAGAON PAPER MILL, MORGIAON, AND CACHAR PAPER MILL, HAILAKANDI WITH REGARD TO THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERIES.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Equivalent</th>
<th>Better</th>
<th>Worse</th>
<th>No idea</th>
<th>No Comment</th>
<th>Total Respondents.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/</td>
<td>18</td>
<td>8</td>
<td>2</td>
<td>19</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td>Executives</td>
<td>(36.00)</td>
<td>(16.00)</td>
<td>(4.00)</td>
<td>(38.00)</td>
<td>(6.00)</td>
<td>(100.00)</td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.

Note: Figures in parentheses indicate the percentage of responses of executives.

Table No. 4.4 reveals that out of all the interviewed executives 36% opined that the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill is at par with that of the one which is at work in Nagaon Paper Mill. Though 36% is not a high percentage, yet it is substantial. Those who felt that the efficacy of the Industrial Disputes Preventing Machinery of Cachar Paper Mill is better than the efficacy of Industrial Disputes Preventing Machinery of Nagaon Paper Mill were 16%. Only 4% of them were of the view that the Cachar Paper Mill's Industrial Disputes Preventing Machinery is less efficacious than Nagaon Paper Mill's Industrial Disputes Preventing Machinery. Another set of substantial percentage of executives (38%) did not have any idea about the sought comparative picture. This was very much anticipated, because not all executives might have been transferred from one plant to other located in Assam. Interestingly, 6% executives either wrote 'No comments' or did not reply this question.
This can either be ascribed to their negligence or poor comprehension. The conclusion we draw here is the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill is slightly better than the efficacy of the one which is at work in Nagaon Paper Mill.

4.5. SUGGESTIONS TO IMPROVE THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERY OF CACHAR PAPER MILL.

Keeping in mind that eventhough both the categories of respondents have been asked specifically and objectively some those questions the replies of which will be hopefully providing enough information about the state of efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill, it might happen so that the respondents belonging to either category have some useful suggestions to offer which could help in improving the efficacy of Industrial Disputes Preventing Machinery of Cachar paper Mill, both the respondents were put the following question:

"In case you have some specific suggestions which could help in improving the Machinery for Preventing Industrial Disputes in Cachar Paper Mill, please mention below". Not to say that the respondents were expected to offer some specific suggestion(s) for the purpose and for it they were not offered any structured kind of probable reply. Table No 4.5 submits the responses of both the groups in this regard.

TABLE NO. 4.5

SUGGESTIONS FOR IMPROVEMENT OF THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERY OF CACHAR PAPER MILL

<table>
<thead>
<tr>
<th>Categories</th>
<th>Offered Suggestions</th>
<th>Did not offer any suggestion</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers/ Executives</td>
<td>18 (36.00)</td>
<td>32 (64.00)</td>
<td>50 (100.00)</td>
</tr>
<tr>
<td>Trade union Leaders</td>
<td>29 (58.00)</td>
<td>21 (42.00)</td>
<td>50 (100.00)</td>
</tr>
</tbody>
</table>

Source: Computed from the questionnaires.

Note: Figures in parentheses indicate the percentage of responses of both the categories of respondents.
It is clear from the Table No. 4.5 that only 36% interviewed executives liked / bothered to offer suggestions, whereas remaining 64% did not offer any suggestion in this regard either perhaps because they did not have any in their mind or may be they were in hurry. Out of these 36%, i.e., 18 in number, three were of the view that a proper implementation of existing components will help in improving the situation. Though this is a welcome suggestion but they could have expressed their such feelings while replying question number two. One more executive, out of his three suggestions, expressed his opinion in such a manner which he could have covered while replying question number one. He says that “effectiveness of employees' participation in management to be improved”. Out of remaining, four have responded in such a manner which is either not properly understandable or little vague. Out of further remaining some have offered such suggestions which are good or very good, and some others have offered those suggestions which can at least be examined.

The suggestions/observations which can be rated as good or very good are as follows:

- Awareness of labour laws among workers should be created;
- Multiplicity of unions being a curse at this Mill, workers should strive to remove multiplicity;
- Proper awareness regarding various service conditions, rights and obligations/duties on the part of the employees;
- Betterment in human resource management activities;
- Selecting and training of some “change agents” from amongst the workers;
- Safety measures and also awareness of labour in this regard are not upto the mark and, therefore, need improvement. Also some kind of a training in this regard is needed;
- Adequate training of office bearers/executive members of the unions on periodical basis to adapt to the changed /rolling industrial scenario clubbed with economic conditions of the country will help the unions to understand the style of their behaviour which will ultimately help to maintain good industrial relations;
One executive was of the view that "industrial disputes in Cachar Paper Mill seems very little in comparison to other large industrial units". The same man suggested for an improvement in welfare facilities, which he could have suggested while attempting question numbers one and/or two;

At least two executives advocated the reform of human resource development/management activities in such a manner which helps in improving the work culture in general and sense of responsibility among employees in particular;

One executive suggested for time-bound promotion policy up to the level of Dy. Manager. Obviously this gentleman was more concerned about the promotional avenues of executives than the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill which was the subject matter of the study;

One gentleman drew the attention towards a small but important problem at Cachar Paper Mill, which in his opinion was the root cause of indiscipline related to unauthorized absenteeism. He narrated in detail that how employees turn absent on 15th and 16th of every month because of salary and there this unauthorized absenteeism sometimes creates industrial disputes;

Amusingly one honourable executive could not understand the term 'machinery' in reference to Industrial Disputes Preventing Machinery and took it as 'machinery' in relation to technology and offered four suggestions to improve the technology/hardware at Cachar Paper Mill.

Among the Union leaders only twenty nine preferred to offer some suggestions which were expected to help in improving the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill. Out of these twenty nine, eight wrote their suggestions in such a manner that either these were vague or hardly understandable. For example one wrote that "modern thinking should be implemented in industrial atmosphere". What did this respondent mean by modern thinking is not clear as he did not elaborate the same. Around half a dozen of them expressed their view in favour of improving industrial relations and/or reducing industrial disputes without specifying the modus operandi. It seems that all these eight union leaders could not communicate their feelings well mainly because of their poor language (English/Communicating skill).
Two of them emphasized on proper implementation of all the existing components of Industrial Disputes Preventing Machinery of Cachar Paper Mill. Five of them wanted that the management should address the matter of Welfare Facilities to workers in a better manner, while six of them favoured the idea of more sharing of decision making, i.e., workers' participation in management. Another three of them wanted an improvement in Grievance Handling Procedure of Cachar Paper Mill and one favoured modification in the existing Standing Orders. In fact their suggestions should be welcomed, but they could have expressed their this view while attempting question numbers one and two in the questionnaire.

Those suggestions of the union leaders which were almost understandable and also were not repetitions, are as follows:

- Apart from full implementation of the existing components of the machinery, training/seminar/group discussions for imparting job knowledge /other awareness programmes about industrial policies, global impact, remedial measures and actions required (should be organised);
- Training programmes to address the problem of industrial disputes should be organised;
- Litigation should be avoided to the maximum extent possible and efforts be made to evolve consensus on labour related matters including labour-management relations;
- Management should avoid delaying tactics in all the matters in general and in matters related to industrial disputes in particular;
- More counselling and awareness programmes should be organised by the management.
- Awareness through training programme/ counselling of each employee to achieve job satisfaction and cost consciousness;
- Participation of workers in every sphere to equip themselves with modern globalised world;
• Implementation of provisions mentioned in Industrial Disputes Act for better performance of relations with workers;

• Counselling with workers should be effective and grievances of employees should be considered for all-round development of mankind and the industry;

• Labour welfare officer is essential for the welfare of the employees as well as industry;

Thus we find a lot many suggestions from the managers and also the union leaders which could help in improving the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill. However, it may not be out of context to mention here that the responses of union leaders and also managers clearly indicate that a good percentage/number of them have replied without understanding the theme of the study and the questions in the questionnaire properly.

Certain informations which were obtained through questionnaire, from both the categories of respondents, like age, designation and rank, department / section of the organisation with which the respondent is attached, educational and technical qualification (s), could not be utilised mainly because of paucity of time, otherwise, with the help of these informations 'correlation of attributes' was proposed to be applied to draw the inferences.