CHAPTER - V

CONCLUSION AND SUGGESTIONS

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CHAPTER - V

CONCLUSION AND SUGGESTIONS

At the time of undertaking this study two specific objectives were set. These were:

(i) To identify the main features of the Industrial Disputes Preventing Machinery working at Cachar Paper Mill.

(ii) To measure the efficacy of the Industrial Disputes Preventing Machinery existing in Cachar Paper Mill.

The above objectives had to be achieved in light of the limitations mentioned below:

The efficacy of the Machinery for Preventing Industrial Disputes in Cachar Paper Mill had to be measured only through the study of perceptions of randomly selected trade union leaders and the managers of Cachar Paper Mill on the subject.

It may not be out of context here to mention, specially for ready reference, that at the time of undertaking this study the following hypothesis was adopted:

Industrial Disputes Preventing Machinery existing in Cachar Paper Mill is by and large efficacious.

The entire work was divided into two parts. While the first had to take care the needs of the objective number one, the second part had to be devoted to the findings of the former.

To address the objective number one, i.e., to identify the main features of Industrial Disputes Preventing Machinery working at Cachar Paper Mill, around one and half a dozens of executives and union leaders were consulted, to know their perception, on the subject matter, apart from consulting the Personnel Department of Cachar Paper Mill.
The said consultation revealed that the following machinery is at work in Cachar Paper Mill to prevent industrial disputes:

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;

To address the second objective, i.e., to measure the efficacy of the Industrial Disputes Preventing Machinery of Cachar Paper Mill, as per the perceptions of union leaders and managers, four and five questioned questionnaires respectively were prepared. The feedback through these has been discussed in detail in Chapter Four of this study. It will be in the fitness of the things to recall the findings in relation to above.

DEGREE/EXTENT OF EFFICACY

The Qualitative Analysis of the data reveals that:

The functioning of 'Bi and Tri-partite Forums' contributes to a 'large extent' towards the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

The functioning of 'Standing Orders' contributes to a 'very large extent' towards the efficacy of the Industrial Disputes Preventing Machinery of Cachar Paper Mill.

The 'Provisions with regard to formation and also recognition of Trade Unions' contribute to a 'large extent' towards the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.
The state of 'Welfare Facilities' contributes only to some extent towards the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

The state of 'Counselling to Workers' contributes hardly to a little extent towards the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

The state of 'Collective Bargaining' too contributes only to a little extent towards the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

The functioning of 'Grievance Handling Procedure' contributes poorest almost very close to a very little extent towards the efficacy of Industrial Disputes Preventing Machinery of Cachar Paper Mill.

The Quantitative Analysis of the data reveals 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 we may conclude that the Industrial Disputes Preventing Machinery in Cachar Paper Mill is by and large efficacious.

**POSSIBLE SCOPE OF IMPROVEMENT IN VARIOUS COMPONENTS OF THE EFFICACY**

The study concludes that very few union leaders and managers feel that a scope of improvement in the said seven components of the efficacy of the Industrial Disputes Preventing Machinery at work in Cachar Paper Mill does not exist. A substantial
percentage of both the categories of respondents emphasised on proper and timely implementation of various components and quite a few felt that in fact both the aspects i.e. provisions and implementation need to be cared. Only a little percentage of both these categories felt that it is only the provisions which need to be reviewed.

In view of a significant percentage of union leaders provisions relating to 'Standing Orders' (19.59) and 'Grievance Handling Procedure' (13.04) need improvement. In view of a reasonable percentage of union leaders provisions relating to 'Collective Bargaining' (10.82) and 'Counselling to Workers' (10.07) need improvement. The priority of managers with regard to above matter was substantially different than that of union leaders. In their case a significant percentage (15.91 and 13.64) was of the view that 'Provisions regarding formation and recognition of Trade Unions' and 'Counselling to Workers' (respectively) need improvement. A reasonable percentage (11.36) of them felt that 'Provisions regarding Collective Bargaining' need improvement.

As far implementation aspect is concerned, in view of a sizeable percentage of union leaders (43.48), the provisions relating to 'Bi and Tri-partite Forums' need proper and timely implementation. In fact except in case of 'Grievance Handling procedure' in view of union leaders the implementation aspect of almost all the components of efficacy need immediate and proper attention. The case of Grievance Handling Procedure came to be different obviously because when a good number of union leaders were not satisfied with the provisions of the same itself then, as they might have thought, there is not much need to speak about the implementation of the same.

Once again the managers' priority was different than that of union leaders. The largest percentage of managers (45.46) wanted better implementation of 'Counselling to Workers'. Except in case of 'Formation and Recognition of Trade Unions' (27.27%) managers too were of the view that implementation of almost all the variables of efficacy of Industrial Disputes Preventing Machinery need to be addressed in a better manner.
Commenting upon that how many felt a need in improvement in both the aspects, i.e., provisions and its implementation, the union leaders found almost every aspect of the efficacy of Industrial Disputes Preventing Machinery deserving for the same, with 'Grievance Handling Procedure' (50.00%) as most and 'Standing Orders' (32.60%) as least.

The managers too placed 'Grievance Handling Procedure' (34.09%) as most deserving component which needs improvement in both the aspects. In view of them 'Standing Orders' (9.10%) do not need much improvement in provisions and implementation both.

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.

Thus by and large 'Grievance Handling Procedure', 'Welfare Facilities', 'Counselling to Workers' and 'Bi and Tri-partite Forums' need improvement with regard to both the aspects with an emphasis on implementation.

ADDITIONS IN THE LIST OF PARAMETERS OF EFFICACY

Around one third (34.00%) interviewed executives and half (54.00%) of the union leaders were in favour of adding a few more components in the Machinery for Preventing Industrial Disputes.

The managers favoured following as additions:

- Motivating employees;
- Creating a work-culture;
- Better management of human resource, may be creating a separate cell for the purpose;
Establishing quality circles;
- Improvement in communication channels;

The union leaders preferred following additions:
- Work culture needs to be improved;
- Good working environment is needed;
- Establishment of corruption prevention committees;
- Improvement in job efficiency of workers and managers;
- Maintaining family relations between workers and management;
- Workers' participation in production committees should be allowed;
- Proper training to representatives of workers and also managers for enabling them to improve their performance as representatives in 'Bi and Tri-partite Forums,'

**COMPARATIVE STUDY OF THE EFFICACY**

The efficacy of the Industrial Disputes Preventing Machinery working at Cachar Paper Mill is slightly better than the one which is at work in Nagaon Paper Mill, Morigaon, Assam.

**SUGGESTIONS TO IMPROVE THE EFFICACY OF INDUSTRIAL DISPUTES PREVENTING MACHINERY**

A little more than one third of the interviewed executives (36.00%) and again a little more than half of the interviewed union leaders (58.00%) offered suggestions to improve the efficacy of Industrial Disputes Preventing Machinery in Cachar Paper Mill.

**SUGGESTIONS OFFERED BY EXECUTIVES**

- Creation of awareness among workers about labour laws;
• Multiplicity of unions should be discouraged;
• Creation of awareness among workers regarding their service conditions, rights and obligations/duties;
• Addressing in a better manner human resource management activities;
• Selecting and training some 'change agents' from amongst the workers;
• Creation of awareness among workers about safety measures;
• Briefing and training union leaders about the changing global economic and industrial scenario and their new role in this changed scenario;
• Elimination of root causes of absenteeism related indiscipline by the management;

SUGGESTIONS OFFERED BY UNION LEADERS

• To impart job-knowledge and create awareness among workers about industrial policies, global situation and their role in changed scenario various kinds of programmes like training, seminars and group discussions should be organised;
• Separate training / awareness programmes, only to address the problem of industrial disputes, should be organised;
• Litigation should be avoided and workers/leaders should be taken into confidence;
• Delaying tactics should be avoided by the management, specially in matters related to industrial disputes;
• Awareness through training / counselling to achieve job satisfaction and cost consciousness;
• Participation of workers in every sphere to equip themselves with modern globalised world;
• Proper implementation of Industrial Disputes Act;
The researcher during the course of study realised that a good number of union leaders and a few managers too do not have a proper idea about 'Bi and Tri-partite Forums'. The basis of such a conclusion in the mind of the researcher is that a good number of union leaders and also a few managers in reply to question number one opined that 'Bi and Tri-partite Forums' are functioning well/ almost well. But interestingly these very respondents against question number 3rd and 4th/ 5th suggested that workers' participation in management should be improved. The management should, therefore, take note of this fact and corrective measures may be adopted as early as possible.

Similarly a good number of respondents, as researcher found, do not have any knowledge of even about the existence of a 'Grievance Handling Procedure' in Cachar Paper Mill and another chunk of them only know about the existence of it but not the details, performance and usefulness of it. Interestingly majority of those who know about 'Grievance Handling Procedure' at work in Cachar Paper Mill have opined in worst words.

Thus if it is suggested that not only the existence of 'Grievance Handling Procedure' in Cachar Paper Mill should be made known to all concerned but also its functioning/ performance should be improved to the satisfaction/ expectation of the parties concerned. It may not be out of reference to caution the management that often individual grievances possess capacity to generalise/ globalise the issue. Even otherwise pent-up feelings of many individual workers when combine adopt a very disastrous recourse.

'Counselling to Workers', to the understanding of researcher, is by and large confined to a drawing room flower pot in Cachar Paper Mill. This should be activised to motivate and also communicate the workers on the matters like creating a better work culture, and more awareness about all those matters which could improve the climate of industrial relations.