Chapter – VII

SUMMARY OF FINDINGS
AND CONCLUSION
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Industrial relation and labour productivity are the key factors for economic growth and social status of the workers. Labour plays a pivotal role in productivity. A satisfied labour force with regard to pay, welfare, working atmosphere, safety measure, etc. will increase productivity and this will be an engine to national growth and vice versa. The job satisfaction is based on such factors as labour welfare and safety measures provided by the employer. The wage structure too influences the attitude of the labour. These factors influence not only an individual worker but also the team spirit which influences the productivity. The earlier researchers generally concentrated in individual aspects of labour which affect the job satisfaction. Hence, an attempt is made to study in the welfare and the industrial relations between employer and employee. This study shows how the job satisfaction and labour productivity are interrelated.

In order to boost productivity, labour has to be satisfied. Hence, in the present study, is undertaken to analyse the in factors which affects job satisfaction. The industrial relation and labour productivity in the selected units have been signed out for investigation. This study was undertaken to prove job satisfaction, welfare measure and safety measures of workers do affect the productivity in select units in SIPCOT, Cuddalore district.
The data for the study were collected using a questionnaire administered to employees and collected in person. The collected questionnaire information regarding the individual demographics of the worker, job satisfaction, working atmosphere, safety measures and welfare measures are analysed with regard to labour productivity of workers.

In the first chapter of the present study, the research design has been presented. The contemporary research studies have been presented and scope for present study have been brought out in the second chapter. In the third chapter, the secondary data with regard to number of strikes and lockouts in India, the number of disputes settled in the study area have been analysed. In the fourth chapter, the demographic profiles of the sample respondents and their perception with regard to job satisfaction have been analysed. In the fifth chapter, the employees’ perceptions towards labour safety measure has been brought out. In the sixth chapter employers attitude towards welfare measures and its impact on labour productivity are analysed. In the seventh chapter some of the following important findings are presented.

**III. Chapter**

1. From the study, it is found that the Industrial disputes in India are decreasing year by year. It has been analysed by using moving Base Trend Method from 2000 to 2010. The decrease in trend in the year 2001 – 2002 only 2.8 per cent as compared to the previous year but the decrease in 4.71% in 2009 – 10.
2. In Tamil Nadu, by analysing moving based index, the data trend is found decreasing in all years that is from 2001-02 to 2009-10 except during the year 2003 and 2004. During the year 2003-04 number of strike and lock out trend found in increasing (8.08%) as compare the year 2002-03.

3. The number of industrial disputes decreased, and number of case settled during the year 2000-01 to 2009-10 and in Cuddalore district are analysed. During all years it is found that at least 1/3 of case registered is settled except during the year 2004-05 and 2008-09. During the year 2009-10 out size case registered 4 disputes are settled, which is 66.67%.

4. In SIPCOT, Cuddalore the number of case registered are very few. By analysing the year wise data it is found that the disputes have arisen on the basis of problems related to transport, bonus, salary and appointment. During the year 2005-06, 4 cases were settled, and number of beneficiaries are 300. During the year 2002-03 a dispute was settled beneficiaries are 750 workers.

5. With regard to the analyses of the perception of the sample workers on settlement of grievance of workers. It is found that 88 workers (25.10%) strongly agree to the methods of settlement of grievance and 251(71.70%) agree that their grievance are redressed.

6. With regard to level of settlement of dispute 58(16.60%) employees opined that the settlement has been made by the top level management,
236(67.40%) opined that the grievance are settled at plant manager level. On 56(16%) respondents opined that the disputes are settled with the involvement of industrial relation officer.

7. By analysing the comprehensive satisfaction with regard to settlement of grievances. It is found that the respondents are satisfied towards the grievance the settlement procedure followed by the sample industrial units.

8. To find out the perception of the labour productivity and industrial relation is found null hypotheses was framed and by ANOVA test it has been rejected. So the alternative hypothesis may be concluded that there is significant difference in the perception of respondents about labour productivity and industrial relation.

IV. Chapter

1. It is found that 98.90% of the respondents (i.e., 346) are male and 1.10 (i.e., 4) of the respondents are female.

2. By age wise there are 24(6.80%) members up to the age of 25 years; between 26-30 years 69(19.70%) members; 121(34.60%) members up to the age of 35; 129(36.90%) members between 36-40 and 7(2.00%) members are above 40 years. It may be conclude that 98% of workers are below 40 years.

3. With regard to educational qualifications it is found that out of 350 respondents 122(34.90%) are SSLC, 75(21.30%) are Higher Secondary, 38(10.90%) are graduates and 115(32.90%) are post-graduates.
4. From the study, it is found that 144(41.10%) are married members and 206(58.90%) unmarried.

5. It is found that 95(27.10%) persons are working in engineering departments; 164(46.90%) members at production departments, 48(13.70%) persons are involved in marketing; 16(4.60%) persons working in financing departments and 27(7.70%) members are busy with personnel department. So it may be conclude that is majority therefore, it is 259(74.00%) respondents are in technical people of the members.

6. With respect to the number of years of experience, 100(28.60%) members at the level of under 10 years; 200(57.10%) persons are above 10 years. 50(14.30%) workers are 10-30 years.

7. Out of 350 respondents, 256(73.10%) agree that they are staying units always recruit to work with the formal degree. So the basic of recruitment are in the study units is satisfiable to the workers.

8. With regard to the Training practice followed by the study units 80(22.85%) workers have been undergone short term courses of outside agencies; 124(35.43%) workers have been trained on the job and 146(41.72%) persons are trained by the orientation programmes.

9. With respect to types of employees’ participated in training programmes, it is found that 39(11.10%) workers are unskilled; 21(6.00%) workers are skilled and 290(82.90%) members are semi-skilled.
10. 105(30.00%) workers claim that they are promoted on merit basis; 75(21.40%) workers are promoted on seniority basis; 156(44.60%) members are promoted on seniority cum merit basis. So it may be conclude that majority of employees feel that promotion is on the basis of merits and seniority.

11. It is found that 8(2.20%) workers are promoted in less than 2 years; 10(2.90%) workers are promoted in less than three years; 212(60.60%) members are promoted only after 3 years; 111(31.70%) workers are promoted between 4 and 5 years and 9(2.60%) members are promoted after 5 years of their completion of service.

12. By analysing for non promotion, out of 350 respondents 148(42.30%) feel that they are dimensional promoted because of educational qualification, 75(21.40%) feel that surveys region are the causes for non promotion. 125(35.70%) felt that has been involvement of trade union.

13. The study reveals that the respondents would have probably reaped handsome benefits from the concept of training and development. Further to test with the ANOVA by formulating a null hypothesis that the perception about the labour productivity and training and development do not differ among the cadre.

14. It is found that with respect to wage structure of employees, 198(57.00%) are highly satisfied; 145(41.00%) are satisfied and 7(2.00%) workers are not satisfied.
15. With regard to Dearness allowances, 16(4.60%) workers are highly satisfied; 54(15.40%) workers are satisfied, 222(63.40%) workers are neither satisfied nor dissatisfied and 58(16.60%) are not satisfied.

16. With regard to overtime rates, 94(26.60%) workers are highly satisfied; 244(69.70%) workers are satisfied.

17. With regard to night shift allowances, 85(24.30%) workers are highly satisfied; 112(32.00%) workers are satisfied, 58(16.60%) workers are neither satisfied nor dissatisfied and 95(27.10%) workers are not at all satisfied.

18. With regard to Incentive schemes, 134(38.20%) workers are highly satisfied; 122(34.90%) workers are satisfied, 46(13.10%) of workers neither satisfied or dissatisfied and 48(13.80%) workers are not satisfied.

19. About bonus payment, 17(4.90%) employees are highly satisfied; 41(11.60%) employees are satisfied, 152(43.50%) employees claim to be a neither side, 92(26.30%) employees are dissatisfied and 48(13.70%) employees and not at all satisfied.

20. With regard to wage increase on promotion of employees, 108(30.90%) workers are highly satisfied; 202(57.70%) workers are satisfied, 26(7.40%) workers are neither satisfied nor dissatisfied and 14(4.00%) workers are totally dissatisfied.

21. About Paid holidays, 7(2.00%) workers are highly satisfied; 133(38.00%) workers are satisfied, 120(34.30%) workers claim to be neither satisfied nor dissatisfied, 18(5.10%) workers are not satisfied and 72(20.60%) workers are not at all satisfied.
22. The Contribution of provident fund, 186(53.10%) workers are highly satisfied; 126(36.00%) workers are satisfied and 38(10.90%) workers are neither satisfied nor dissatisfied.

23. The analyses reveal that the employees are satisfied towards the monetary emoluments given by the concern. Further, to test with the ANOVA by formulating a null hypothesis that is the perception about the labour productivity and wages and allowances do not differ among the cadre.

24. With regard to the payment of advance, 96(27.43%) workers are highly satisfied; 47(13.43%) workers are satisfied, 102(29.14%) workers are neither satisfied nor dissatisfied, 98(28.00%) workers are not satisfied and 7(2.00%) workers not at all satisfied.

25. Major group of 350(100%) respondents accept that they participate in management decision.

26. From the study, it is found that 319(91.10%) workers say that they are satisfied about employees participation in management activities and a small group of 31(8.90%) workers are not satisfied.

27. All the employees are satisfied about employer and employee relationship.

28. With regard to employee’s representation in future decisions, 345(98.50%) workers are satisfied and 5(1.50%) workers are not satisfied.
29. From the study, it is found that Participation at the level of employees, 204(58.30%) workers are satisfied and 146(41.70%) workers are not satisfied.

30. A major group of 235(67.10%) workers are satisfied about board level participation of employees and 115(32.90%) workers are not satisfied.

31. The analyses prove that the respondents are satisfied towards the participation in management. Further, to test with the ANOVA by formulating a null hypothesis that is the perception about the labour productivity and workers participation do not differ among the cadre.

V. Chapter

1. It is found out that with respect to members in trade union, all the employees (100.00%) agree that they are members in trade union.

2. With regard to regulating of trade union meetings, 109(31.00%) workers strongly agree and 241(69.00%) workers disagree.

3. With regard to participate in union activities, 208(59.00%) workers that they are participated in the trade union activities and 142(41.00%) workers do not participated.

4. Union taken care by the employees demand, 263(75.00%) workers are feel that trade union take up the employees demand and 87(25.00%) workers are disagree.

5. It is found that 291(83.00%) workers agree and support the single union policy and 59(17.00%) workers disagree.
6. The study reveals that a major group of 345(98.50%) workers would not like to shift to any other job even if they are given a chance.

7. The analyses proves the fact that the respondents are satisfied towards the trade union movement and the integration of respondents and management. Further to test with the ANOVA by formulating a null hypothesis is the perception about the labour productivity and industrial relation which does not differ among the cadre.

8. With regard to working atmosphere, 350(100%) respondents are satisfied that they are either highly satisfied or satisfied.

9. With regard to superior subordinate relationship of employees, all 350(100%) workers are satisfied.

10. With regard to opinion on the accident preventive measure of employees, 350(100%) satisfied.

11. It is found that all 350(100%) members are satisfied about positive supervision role of employees.

12. With regard to personnel management policy and practice followed the study units, it is found that 152(43.40%) for highly satisfied and 198(56.60%) are not satisfied.

13. All the workers are highly satisfied with the human resource programme of the organisation.

14. From the study, it is found out that all the workers are satisfied about the programmes organised by the management to motivate the employees.
15. With regard to the status of industrial relations 31(8.90%) workers are highly satisfied; 115(32.90%) workers are satisfied, 152(43.40%) workers claim to be neither satisfied nor dissatisfied and 52(14.90%) workers are not satisfied.

16. The analyses prove that the workers are satisfied towards working atmosphere prevailing in the concern. Further to test with the ANOVA by formulating a null hypothesis is the perception about the labour productivity and level of satisfaction does not differ among the cadre.

17. The analyses show that 162(46.30%) workers say that the working conditions within the plant are very good; 137(39.10%) workers feel that the working conditions within the plant is good, 51(14.60%) workers are satisfied.

18. With regard to the Provision of protective equipment of the plant 338(96.60%) workers say highly satisfied and 12(3.40%) workers are not satisfied.

19. It could be seen from analyse that 41(11.70%) of respondents have the opinion that accidents occur very often; 143(40.90%) of respondents are of the opinion that accidents occur often; 166(47.40%) of respondents 56(62.90%) are of the opinion that accidents occur rarely.

20. With regard to major causes for the accident 124(35.40%) workers feel that inadequate safety rules are the causes, and 224(64.10%) feel that lack of training is causes.
21. It is found that 350(100%) of respondents are highly satisfied or satisfied about first aid appliances.

22. Most of the employees 348(99.40%) have accepted that accident victims are adequately compensated.

23. The analysis proves that the respondents are satisfied towards working atmosphere prevailing in the concern. Further to test with the ANOVA by formulating a null hypothesis is the perception about the labour productivity and level of satisfaction does not differ among the cadre.

VI. Chapter

1. With regard to the provision of company quarters 201(57.40%) workers are satisfied and 149(42.60%) workers are not satisfied.

2. The study reveals that 98(28%) workers reside a walkable distance; 180(51.40%) workers live within city limit, and 72(20.60%) workers live at distance place.

3. With regard to staying, 251(71.71%) workers live in the rented house and 99(28.29%) workers live in their own residences.

4. With regard to Mode of conveyance of employees 247(70.60%) workers say that they own two wheelers and 103(29.40%) workers travel by buses.

5. With regard to Medical benefit of employees, 72(20.60%) workers are highly satisfied; 180(51.40%) workers are satisfied and 98(28.00%) workers are neither satisfied or nor satisfied.
6. With regard to periodical medical checkup 221(63.10%) workers satisfied and 129(36.90%) workers neither satisfied nor dissatisfied.

7. Opinion about canteen facilities 149(42.60%) respondents says that satisfied canteen facility and 201(57.40%) respondents are neither satisfied nor dissatisfied.

8. With regard to shelter and rest rooms 201(57.40%) workers are satisfied and 149(42.60%) workers are not satisfied.

9. With regard to recreational facilities 319(91.10%) workers are satisfied and 31(8.90%) workers are not satisfied.

10. The analyses prove that the respondents are satisfied towards the welfare measure given by the concern. Further to test with the ANOVA by formulating a null hypothesis that is the perception about the labour productivity and welfare measure which does not differ among the cadre.

11. It is found that 113(32.30%) workers are highly satisfied with ventilation and temperature of the working place; 194(55.40%) workers are satisfied, 3(0.90%) are not satisfied and 40(11.40%) workers are not at all satisfied.

12. By the analyses it is found that 237(67.70%) workers are highly satisfied with drinking water facilities and 113(32.30%) workers are satisfied.

13. By the analyses it is found that 63(18.00%) workers are highly satisfied with latrine and urinal facility, 280(80.00%) workers are satisfied and 7(2.00%) workers are not satisfied.
14. With respect to lighting arrangements 17(4.90%) workers are highly satisfied; 177(50.60%) workers are satisfied, 64(18.30%) workers are not satisfied and 92(26.20%) workers say that they are not at all satisfied.

15. With regard to the provision of spittoons 46(13.10%) workers are highly satisfied; 52(14.90%) workers are satisfied, 144(41.10%) workers are neither satisfied nor dissatisfied, 66(18.90%) workers are not satisfied and 42(12.00%) workers are not at all satisfied.

16. From the study it is found that 34(9.70%) workers are highly satisfied with the provision of inhalation; 81(23.10%) workers are satisfied, 177(50.60%) workers satisfied, 58(16.60%) workers are not satisfied.

17. With regard to the provision of disposal of waste and effluents 47(13.40%) workers are highly satisfied; 216(61.70%) workers are satisfied, 17(4.90%) workers agree, 70(20.00%) workers are not satisfied.

18. From the study it is found that Maintenance of humidity in factory employees, 127(36.30%) workers are highly satisfied; 223(63.70%) workers are satisfied.

19. With regard to the Cleanliness in the study units 127(36.30%) workers are highly satisfied and 223(63.70%) workers are satisfied.

20. With regard to the Working hours of employees 101(28.90%) workers are highly satisfied; 229(65.40%) workers are satisfied and 20(5.70%) are not satisfied.
21. The analyses prove that the respondents are satisfied towards the working conditions given by the concern. Further to test with the ANOVA by formulating a null hypothesis that is the perception about the labour productivity and general working conditions which does not differ among the cadre.

22. The analyses prove that the respondents are satisfied towards the measure taken by the concern in terms of labour productivity. Further to test with the ANOVA by formulating a null hypothesis that is the perception about the industrial relation and labour productivity which does not differ among the cadre.

23. The study shows that the positive correlation exhibits between age, sex and other variables like wages and allowance, industrial disputes, general working conditions, training and development, level of satisfaction and Labour welfare. It indicates that the greater influence of these factors leads to productivity and job satisfaction.

24. The Labour productivity for workers has been calculated for the year 2005-06 to 2009-10 for the both the units that is SDCL and SPIC. With regard to SDCL labour productivity in money value has been increased Rs.1.2544 crores to Rs.1.7919 crores. In the same way in SPIC the labour productivity is found increase from Rs.1.190 crores to Rs.2.105 crores.
Conclusion

This chapter presents the summary of findings of the Industrial relation and, labour productivity in select units SIPCOT in Cuddalore.

The Industrial relations plays a key role in any successful organization. Even with revolutionary developments in science and technology followed by modern management practices, the industrial establishments are taking special care to their workforce, treating them as an asset. Therefore, these organisations always maintain smooth industrial relations in order to achieve their objective. Keeping in view the changes and developments that take place in the international business and economy, extensive studies have been made from time to time on various issues relating to industrial relations from different perspectives. The present study in this direction is an attempt to assess the role of industrial relation on the productivity of the business concern and to highlight the value of maintaining smooth industrial relations.

Indian industry depends on man power and labour support. Human elements occupy a significant niche in the nexus between needs and ends. They know how it is attracted the best talent and motivate them for a higher labour productivity through a network of organisational instruments and maximize the utility of the talents. This is the best human resource management practice, which is the need of the day for all types of industries. The only way to make sure of complete success of an attempt is to take the people along. Any real reform has to improve all round human endowments, such as wages, job satisfaction, safety measure and working condition etc.
The present study sheds light on industrial relation and labour productivity in reference to select units. If the suggestions given are implemented by the selected units in the organisation, the beneficiaries will be the workers and the industry. Society must also change its attitude to the workers in relation to the management, which is essential for the economic development of developing country like India.

In both selected units the industrial relations and labour productivity are acceptable. While we comparing the units, SDCL is better than SPIC. It is discussed three dimensions such as job satisfaction, safety measure and between labour welfare. Of all, safety measures stand first, labour welfare the seemed followed by job satisfaction.

If the study helps the planners, social thinkers, industrial managements and researchers to fulfill their goals, in a humble way the researchers will feel that he is amply rewarded.