CHAPTER VI

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

6.1 SUMMARY OF THE CHAPTERS.

6.2 CONCLUSIONS.

6.3 RECOMMENDATIONS.
This Chapter will include the summary, conclusions and the recommendations for improving the functioning and the prospects of the unions in Goa in future.

6.1 SUMMARY OF THE CHAPTERS:

This study encompasses six chapters. The first chapter titled Introduction is an introductory chapter that covers the different aspects under the following sub titles: Introduction, Objectives of the Study, Statement of the Problem, Concepts Used, Scope of the Study, Relevance / Significance of the Study, Methodology and Limitations of the Study.

The second chapter i.e. Review of Literature includes the available literature on the various aspects related to trade unions. This chapter consists of the following sections:

2.1 Review of Literature.

2.2 Observations from the Review of Literature.

2.3 How the study is different or similar to other studies.

The Review of Literature has been classified as follows: 1. Historical background of Trade unions. 2. Trade Unions and Industrial Relations. 3. Trade Unions, Wage rates and Productivity. 4. Trade Unions and Workers’ Participation. 5. Trade Unions and Industrial Disputes. 6. Trade Unions and Machinery for solving Industrial Disputes.
The third chapter i.e. Profile of the Trade Unions encompasses the following sections:

3.1 Introduction.

3.2 Profile of Trade Unions at Mormugao Port Trust.

3.3 Profile of Trade unions at Goa Shipyard Limited.

3.4 Profile of Trade Unions at Colfax Private Limited.

3.5 Profile of Trade unions at Ciba Specialty Chemicals (India) Limited.

3.6 Comparison of trade union profile.

3.7 Conclusions.

This chapter traces the evolution, growth, structure, administration, membership and the degree of unionisation of the trade unions at the four units under study. The main findings of this chapter are as follows:

1. Before Goa's Liberation, industrialisation was at its minimum and there was absence of trade unions in Goa.

2. Liberation of Goa initiated the growth of trade unions in Goa. Mormugao Port, Dock and Transport Workers Union (M. P. D. T. W. U) was the first unrecognised and unregistered union formed in Goa after Liberation.

3. In 1962, I. N. T. U. C. was the first union to organize the mine, port and dock workers by establishing four unions in Goa.

4. Since then a number of unions sprang up in Goa. A. I. T. U. C too was established in 1962, but was recognized only from 1964 onwards.
5. Between 1960 to 1990 trade unions in Goa witnessed a high growth rate but the growth rate after liberalization was even greater.

6. The unions at the four units were registered and recognized and had a well defined structure, internal democracy and discipline.

7. The degree of unionisation differed for the four units under study. At MPT, it declined after 1991 (due to decrease in number of workers and fall in membership of unions) and at Ciba after 2000 (due to rise in casual labour, decrease in permanent workers and fall in membership). On the contrary, unions at GSL showed an increase in degree of unionisation while Colfax had 100% degree of unionisation.

8. Initially all workers were organized by a single union but its inability to gain workers’ confidence led to its bifurcation or setting up of new unions. This brought in multiplicity of unions, fall in membership and inter-union rivalry.

9. Of the four units, MPT had the largest number of workforce and also greatest number of unions i.e. 10 unions of which only two were recognized by the management.

10. Unions at all the four units did not have any political affiliation.

11. Every union, except GSKE, was affiliated to a Central union.

12. Democratic functioning of unions enabled its executive members to actively participate in the union activities and play an important role in decision making.

13. The MPRWU was the only union which extended its membership to contract workers as well.
14. All unions tried to maintain cordial relations with their respective managements except GSKE which believed to be neutral in its relations and indifferent in disposition toward the management as it felt that the management too had similar disposition towards the union.

15. With the exception of unions at GSL, there was a decline in union membership, just as in the case of unions not only in India but in other countries as well during the recent years.

16. Local trade union committees functioned at Colfax and Ciba that had a General Secretary belonging to a General union.

17. The most common reason for joining a union was to ventilate grievances while other reasons differed with regard to different unions. Other reasons included job security, better wages and better welfare facilities.

18. Union members looked up to the union in times of distress but gave very little of its time for union activities.

19. Although the unions differed in their priorities, they all aimed at fulfilling a common goal of promoting and sustaining welfare of its members.

20. In the opinion of the union leaders at MPT and GSL, multiplicity of unions was a major limitation to its functioning.

The main conclusions drawn from this chapter are as follows:

1. The overall rate of growth of trade unions in Goa after liberalisation was greater than that achieved before liberalisation.
2. Trade unions were forums of the workers to voice out their grievances. They were represented by their executive committee which negotiated with the management.

3. The unions differed in their priorities.

4. Decline in total labour force and a decline in the worker class in particular resulted in the decline in union membership. The number of workers declined due to modernisation and shift from labour intensive to capital intensive methods of production. The decline in membership led to the decline in degree of unionisation in the case of majority of the unions under study.

The fourth chapter i.e. Trade Unions and Industrial Relations includes the following sections:

4.1 Introduction.

4.2 Grievances: Causes and its Redressal Procedure.

4.3 Industrial Disputes and its Settlement.

4.4 Labour Participation in Management.

4.5 Personnel Management.

4.6 Labour Management Relations (LMR) and Organizational Climate (OC).

4.7 Union Leadership in Industrial Relations.

4.8 Comparisons of Industrial Relations at these units.

4.9 Conclusions.
The main findings of this chapter are as follows:

1. At MPT, according to the members of MPRWU, 81% were satisfied with recruitment policy, 68% with promotions and transfers, 92% with welfare facilities and 88% with social security measures. While those of GPDEU expressed that 76% were satisfied with recruitment policy and promotions and transfers, 87% with welfare provisions, 89% with social security measures.

2. At GSL, in the opinion of 43-44% members of GSKS, the recruitment and transfer and promotions policy was satisfactory, 70% found welfare facilities to be satisfactory and 57% felt social security was satisfactory while GSKE members felt that recruitment policy was found to be satisfactory to only 32%, promotions and transfers to barely 19%, welfare facilities to 45% and social securities to 41% only.

3. Regarding Colfax, according to the members of GMS, 50% were satisfied with the welfare facilities, 80% with transfers and promotions and 100% with recruitment policy and social security measures.

4. At Ciba, according to the members of KE, 79% were satisfied with welfare facilities and 100% with recruitment, transfer and promotions and social security measures.

5. When grievances are not nipped in the bud through an efficient grievance procedure they cause industrial disputes and endanger industrial harmony.

6. Unions at Colfax and Ciba were satisfied with the existing grievance redressal procedure while this was not the case at MPT and GSL as only one union felt so while the other had a different opinion.
7. Working conditions was the major cause of grievances at MPT, GSL and Colfax while at Ciba it was in relation to Social Securities.

8. With regard to industrial disputes in Goa, large number of strikes and a moderate number of lockouts were reported during the initial years of liberalisation, but a drastic reduction in strikes and almost an absence of lockouts was found during the later period.

9. Regarding disputes, strike proneness was found to be prevalent at all the four units during the first five years of liberalisation but differed in degree. But from 1995-2000, there was absence of strikes at Colfax and during 2000 – 2005 there was absence of strikes at all the four units under study.

10. At MPT and GSL the number of cases reported for adjudication were greater during the initial years of liberalisation while at Colfax and Ciba, there was no need to approach the tri-partite body as matters were solved amicably through negotiation without letting them blow up as disputes.

11. With regard to labour participation, the analysis highlighted that although MPT did not have Works Committees and Joint Management Councils, it had five types of committees that were equally efficient in their functioning according to the management. However, according to one of the union leaders, there was need to improve worker participation in these committees.

12. At GSL, according to the Management, Works Committees and Joint-management Councils met once a month, to solve cases referred to them at the
plant level. While the trade union leaders and 75% of the members of both the unions expressed that worker participation was unsatisfactory in nature.

13. At Cofax, there was no form of labour participation in management while at Ciba, Works Council and a safety committee existed.

14. In relation to Personnel Management, the analysis reveals that at MPT, over 20% of the respondents stated that they had never met the Personnel Manager or Labour / Welfare Officer even though 58% belonging to MPRWU and 49% belonging to GPDEU stated that he was good and cooperative and over 60% of the respondents at GSL, Colfax and Ciba felt that the officer had good relations with the workers.

15. Regarding Labour - Management Relations (LMR) and Organisational Climate (OC) the analysis highlighted that at MPT, the mean scores for Safety and Security (SEC) were greater for MPT, Colfax and Ciba; regarding Monetary Benefits (MON), Recognition and Appreciation (REC) and Grievance Handling (GRI) for Colfax and Ciba and those of Welfare Facilities (WEL) and Opportunity for Advancement (ADV) for MPT and Ciba. GSL scored the least among the four units on all the six dimensions of Organisational Climate. However with regard to LMR, Ciba scored the highest followed by MPT while GSL had moderate rating but higher than Colfax.

16. With regard to MPT, SEC and REC were negatively related to LMR and among the other four dimensions, MON was found to be significant and the highest influencing factor.
17. At GSL, LMR was rated as moderately satisfactory but very low ratings were given to all dimensions except SEC; MON and ADV were positively related to LMR while GRI showed no relations.

18. In the context of Colfax, WEL, ADV and REC were found to be positively related to LMR.

19. At Ciba, the relation between MON and REC was found to be statistically significant and MON alone was highly related to LMR.

20. The study also reveals that according to the respondents, 60 % at MPT, 73 % at GSL, 95 % at Colfax and 100 % at Ciba agreed that their leaders were committed to the cause of workers.

21. Greater percentage of respondents from MPRWU, GPDEU, GSKS, GSKE and KE opted for solidarity of workers as the factor responsible for success in negotiations while in the case of GMS, greater percentage of respondents opted solidarity of workers, justified demands and capable union leadership.

22. Disunity of workers, according to the majority of the respondents belonging to MPRWU, GPDEU, GSKE and KE; while those belonging to GSKS and GMS, unjustified demands was the major single cause of unsuccessful negotiations.

The main conclusions drawn from this chapter are as follows:

1. At GSL, the discontent level of the employees was found to be high as majority of the respondents were highly unsatisfied with the grievance procedure, recruitment, transfer and promotional policies while over 75 % of the respondents at the other three units found all the parameters to be satisfactory.
2. The nature of industrial relations at the units differed from each other.

3. Although there was an absence of strikes and lockouts during the recent years, there were a number of grievances at all the four units but differed in degree and causes.

4. During recent years, industrial relations at the four units, to a large extent, revealed cooperation rather than conflict between management and labour.

5. By and large, efficient grievance procedure, reduction in the number of disputes competent personnel management, responsible union leadership, labour participation in management and satisfactory labour-management relations indicated satisfactory industrial relations at these units.

6. Improvements in Monetary Benefits alone could lead to betterment in labour-management relations at MPT, GSL and Ciba while at Colfax improvements in Recognition and Appreciation was necessary.

The fifth chapter i.e. Socio-Economic Impact of Trade Unions encompasses the following sections:

5.1 Introduction.

5.2 Socio-economic impact of trade unions at Mormugao Port Trust.

5.3 Socio-economic impact of trade unions at Goa Shipyard Limited.

5.4 Socio-economic impact of trade unions at Colfax Private Limited.

5.5 Socio-economic impact of trade unions at Ciba Specialty Chemicals (India) Limited.
5. 6 Comparison of impact of trade unions.

5. 7 Conclusions.

Here we examine the impact the unions have on economic issues like wages, productivity, work conditions, safety, job security as well as on social aspects like health and welfare, standard of living, environment.

The main findings of this chapter are as follows:

1. Unions at MPT participated in wage revision meetings, negotiated schemes of wage incentives and fought against wage reduction.

2. Greater percentage of members belonging to MPRWU were satisfied with the present emoluments as compared to the present wage rate in comparison to those belonging to GPDEU.

3. MPT has achieved advancement in terms of performance regarding all the four parameters. The average service time per ship berth day has been reduced while the average output per ship berth day has increased steadily since 1997-98. Similarly in terms of the number of cargo ships handled, annual traffic handled and average labour productivity, the Port has achieved a formidable rise.

4. Improving service conditions, provision of job security and safety were the priorities of the unions at MPT. The unions also strove to improve the health and welfare of its members along with their families and to protect the environment.

5. At GSL, 87% members belonging to GSKS were found to be unsatisfied with both the present wage rate and the emoluments rate, while 54.5% members
belonging to GSKE felt that the present wage rate was unsatisfactory and 45.5% found the present emoluments rate as unsatisfactory. However, members of both the unions were satisfied with the union efforts towards wages.

6. The union leaders at GSL, stressed on the provision of safety devices, first aid training, prevention of occupational diseases and reduction in accidents. And according to GSKE, constant demands for improvement in the working conditions were made, as majority of the members were unsatisfied with the same.

7. The unions did not provide any welfare measure to its members, but GSKE claimed that most of the welfare measures the workers enjoyed at GSL were the result of implementation of its demands.

8. The unions at GSL too aimed at improving the living standards of its members and their families and also participated in civic administration.

9. The union leader at Colfax believed that cent percent of its members earn a decent wage and were satisfied as a result of it signing the settlement every three and a half years, demanding an increase in the basic wage and a revision allowance. He also claimed that job security rather than wages was of more concern to its members.

10. Gomantak Mazdoor Sangh together with the management tried to face competition and encouraged its members to be regular and efficient. Its negotiations were mainly related to working conditions and its members were confident about their leader and were satisfied with the welfare and safety measures.
11. At Ciba, the union signed a wage settlement every five years and cent percent of its members were satisfied with the present wage rate, but only 35 % were satisfied with the emoluments. Yet 93 % of its members were satisfied with the union efforts regarding wages and job security.

12. The union at Ciba cooperated with the management in improving labour efficiency, but demanded that any change in service to be discussed first with the union. The union guarded its members against termination of service and aimed at protection of workers’ interests.

13. More than 90 % of the members of Kamgarancho Ekvott felt safe, secure and confident of their leader.

14. Unions at Colfax and Ciba did not perform any social function directly but indirectly they too aimed at uplifting the status of its members in society.

15. Wages differed according to the nature of work at the different units. The highest paid workman at maximum at Ciba earned over Rs.19000 /- per month compared to Rs.15000 /- at Colfax, over Rs. 11000 /- at MPT and Rs. 9500 /- at GSL.

16. The lowest paid workman at minimum was only Rs. 3700 /- per month at MPT, Rs. 4500 /- per month at Colfax, Rs. 6800 /- per month at GSL and Rs. 10406 /- per month at Ciba.

17. According to majority of the respondents, their respective union’s efforts were responsible for better wages and benefits, improved efficiency, furthering of workers’ interests and for not adopting a casual approach towards work.
18. The management has given due recognition to the labour and its unions for their cooperation in improving productivity at MPT and GSL. Unions at all the four units worked to improve wages and cooperated with the management to reduce absenteeism and to raise productivity.

19. Unions at present performed more welfare functions.

The main conclusions drawn from this chapter are as follows:
1. Unions with internal leadership were not so effective in improving the wages of workers, as compared to unions with outside leadership.
2. Every union cooperated with the management in its efforts to improve productivity and standards of living of the workers.
3. Unions at present played more of welfare functions unlike the militant functions it performed before and during the initial years of liberalisation.
4. Unions under study were found lagging behind in performing social functions.

The sixth chapter is the present chapter i.e Summary, Conclusions and Recommendations which encompasses the following sections:
6. 1 Summary of the chapters.
6. 2 Conclusions.
6. 3 Recommendations.
6.2 CONCLUSIONS:

(1) Liberation of Goa initiated the growth of trade unions in Goa while the post liberalisation period acted as a push factor to the growth rate of trade unions in Goa. Although after liberation a number of unions sprang up in Goa, its number grew even faster during post 1990s than that between 1960 - 1990.

(2) Multiplicity of unions, decline in union membership, leadership weaknesses and the divide and rule policy of the management undermined the functioning of the unions at the four units under study. The bifurcation or setting up of new unions brought in multiplicity of unions, inter-union rivalry and with the exception of unions at GSL, there was a decline in union membership and these were some of the obstacles to the functioning of the unions at the units under study.

(3) The health of the unit/industry depends to a great extent on the union strength and cooperation, functioning of the personnel department, efficacy of dispute settlement machinery as well as on employee satisfaction. There is prima facie evidence that cooperative attitude of the management and responsible trade union leadership has caused a drastic reduction in strikes and almost an absence of lockouts at the four units under study although there were a number of grievances that differed in degree and causes.
(4) From the study we conclude that improvements in the monetary benefits are necessary to achieve greater levels of harmonious relations. Monetary benefits are not only positively related to the labour - management relations but also happens to be the only factor that has greatest impact on such relations at three of the units under study.

(5) The unions have a positive impact on the industrial relations. The faith of the members in their leader and his efficacy in negotiating the demands of its members with the management are of utmost importance for the growth of the union and is highly instrumental in determining the nature of relations at the workplace.

(6) Unions have a positive relation with wages and productivity. Unions through their efforts at improving labour health and efficiency, reduction in absenteeism, provision of safe and secure working conditions, better wages helped in improving workers earnings and raise their morale. Their constructive cooperation has made possible improved relations, higher productivity and improvements in the status of labour and benefits to the rest of the community.

(7) The trade unions at all the four units have developed a change in their functioning and activities during the post liberalisation period and the need of the hour was to improve their social functioning. At present unions in Goa too
perform more welfare functions unlike the militant functions it performed earlier and also during the initial years of liberalisation. As a response to the ills of globalisation, more emphasis should be given to the social functions in the future.

6.3 RECOMMENDATIONS:

In our study it was found that although the trade unions in Goa grew at a faster pace during post liberalisation, there was a decline in the union membership at all the units under study except at GSL. Therefore it would be advisable to extend the union membership to contract as well as to the other temporary workers. There is need to widen the understanding of the term “worker” and to shift from Industrial Relations to Employee Relations. For its survival and in response to changing needs, the prime objectives of the trade unions should include renewal, new orientation, change in organizing strategies and focus, organization of the unorganized, cooperation with other social organizations to evolve into a vibrant labour movement.

Existence of inter-union rivalry undermined the negotiating capacity of the unions as per the study. Hence it would be pertinent to have mergers between unions and to promote inter-union and intra-union coordination and organize workers under single union. Bargaining could be further strengthened by integrating the unions with international organizations and bargaining.
Our study found that only one union at GSL had female members. Hence it is advisable that the unions should pay attention to all the workers without discrimination. During collective bargaining, trade unions should take up issues not only related to physical work conditions but also regarding special provisions and representation of women in workplace committees.

From the study it emerged that labour participation in management was not so satisfactory according to the unions specially at GSL and Colfax. Therefore it would be advisable to reinforce trust and sensitivity among workers and management. In future representation to the Boards of Directors should be improved. A more meaningful programme for labour participation in management needs to be developed. The participative culture should be strengthened by revitalizing the network of bipartite forums. Lastly, Management should take steps to increase worker participation in management at higher levels so that the workers get a sense of belonging and oneness with the organization.

As per the study, the union leaders at the small units in particular lacked leadership competence and were dependent on outside leadership. Hence it would be advisable to impart information, research and training for trade union leaders to enable them to negotiate skillfully. Unions should be closely knit and well organised with good and responsible leadership.
The study revealed that the industrial disputes referred to the tri-partite bodies prolonged for longer duration without an effective solution. Therefore it is advisable to improve the adjudication machinery so as to resolve the disputes within a short period.

According to majority of the respondents in the study, the labour-management relations at GSL, Colfax and MPT was moderately satisfactory. Therefore it is advisable that the management should accept trade union as an effective and collaborative organisation. Secondly, the management should create a new culture with professional policies of career planning, grievance handling, effective communication system and genuine employee involvement. Lastly, Improvements in monetary benefits and employee satisfaction as a whole is necessary.

As per the study, the unions at Colfax and Ciba performed only economic functions. Also no union provided any welfare facilities on its own. It would be advisable for unions to reduce unnecessary expenditure on legal matters and to use its finances to provide welfare measures to its members. Secondly, the unions should continue to try their best at improving working conditions and at improving social and economic status of workers and also stress more on social functions.
Taking into consideration the different shortcomings of the unions, it would be pertinent to suggest the following recommendations regarding the future role and impact of trade unions for a better future for the workers, unions, employers and society at large. Trade unions should promote union–management cooperation and cultivate cordial relations. They should contribute towards industrial progress and fight only for genuine interests of their members through democratic means. Trade unions should aim at helping in a concerted manner to raise the industry to its highest efficiency level and thus promote betterment of the working class. Lastly, unions should recognize and fulfill their role in the life of the nation and community.

We hope that the measures suggested in this study will bring forth positive unionism that promises labour and its unions brighter prospects, a stable society and a highly developed economy.