CHAPTER-VII

CONCLUSION AND SUGGESTIONS
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Cotton Textile Industry of Uttar Pradesh has played an important role in the present economic development of U.P. The main attention in this industry is being paid towards the productivity of the workers.

Productivity usually signifies the ratio between output of the unit and input of the resources, used to produce that output. Productivity helps in determining the extent of the utilisation of resources for yielding desired production. Workers play an important role in the productivity of Cotton Textile Industry of Uttar Pradesh.

Productivity of a worker depends on many factors which are grouped mainly under the following two headings. Firstly factors, related to workers like job-confirmation, training, incentives and welfare programme etc. Secondly factors which effect the productivity of worker, are financial, technical and managerial. Government policies are also responsible to a very great extent in this respect.

Personnel management is intimately related with productivity. Some selection procedure, maintenance of high morale and dignity of workers are very important
for productivity. Team spirit, effective communication, related to work for welfare of the nation, are all essential for it.

Recruitment, remuneration, promotion, demotion, training, transfer, supervision and personnel have created immense impact on productivity. Out of all these factors the main attraction of the worker is towards remuneration which he gets.

In the cotton textile units of Uttar Pradesh, in general, and Kanpur, in particular, absenteeism of personnel management has created an adverse impact on the productivity. This absenteeism is in some place complete and other places partial. Cases of forced absenteeism were also noticed, where due to break-down in the machinery and power-cut, workers were forced to absent themselves from the factory.

Absenteeism is mostly caused due to political and social reasons. In some cases, workers absented themselves for showing sympathy towards the workers of other industrial units. Natural factors, like floods and droughts are also responsible for absenteeism.

Industrial disputes create severe affect on productivity. These disputes are caused mainly due to remuneration and enforcement of various rules and regulations. The machinery for settlement of industrial
1. **SUITABLE RECRUITMENT**

Normally recruitment is made through employment exchanges, competitive examinations and by various other methods. Recruitment, in real sense of the ward, does not mean merely the number of persons employed but it also takes into consideration the level of ability and calibre of the employees, required for the employment. The head of the department should first assess carefully the type of employee he requires. Mainly educational qualifications and skill required are the traditional norms for increasing productivity. At present it is realized that in addition to educational qualifications and skill, some other factors are equally important in connection with recruitment. Various factors, relevant in connection with recruitment are as under:

1. **Educational Qualification:**
   Employer should give due weight to the importance of workers, educational qualifications which are required for the particular field of work.

2. **Technical Know-How:**
   Not only educational qualifications but technical know-how, on the part of the workers
interview, psychological testing should also be taken side by side to achieve the desirable effect of productivity.

2. **JOB SATISFACTION:**

   Numerous efforts may be made for improving productivity of the workers i.e. providing good raw materials, better machines, better atmosphere and better remuneration etc. The suggestion is that all provisions and facilities are useless if job satisfaction is not there among the workers. The main factor to increase productivity is the job satisfaction. The worker should feel pleasure in doing work. There should be an inner urge for performing the job. Therefore, settlement of job allocation of worker according to the aptitude of worker is very essential. After a certain interval, achievements of worker should be reviewed in order to assess the success of job satisfaction. Hence job satisfaction is the primary necessity for increasing productivity of the worker.

3. **INCENTIVES:**

   (i) **Economic Incentives:**

   Monetary remuneration plays a significant role in increasing the productivity of the industry of any country of the world. It is
equally true in case of our country. But there is an important point of difference in temperament and mentality. Unlike the workers of any other country, Indians are born with high social prestige and rich cultural heritage. At any cost, they try to maintain their prestige issue.

While determining the remuneration of workers, this point should not be over-looked. Remuneration policy should associate with the temperament, thinking ideology and prestige issue of the workers so that they can fully devote and dedicate themselves to the field of work, assigned to them.

(ii) **Non Economic Incentives**:

In Indian factories, desired rate of production may not be achieved merely on the basis of economic incentives. On the other hand non-economic incentives also deserve due attention. Workers may be encouraged and motivated by the employers.

If they are called by name. Workers get impressed if they are patted by their employer.
Workers are influenced if the production is named after the name of a deceased employee, who lost his life in the accident, which took place within the factory campus.

If the oldest worker is paid reverence and respect by inviting him for flag-hoisting or as a chief guest on some special occasion in the industry, this will also indirectly but surely motivate the workers to work sincerely.

Thus, above mentioned non-economic incentives may prove to be very advantageous for the production of the industry.

4. Improved System of Bonus Payment:

The system of bonus payment may prove to be an important means of inspiration for the workers. Workers tend to devote themselves sincerely and whole-heartedly, if their services are properly recognised through the payment of proper bonus system. Not only employers but employees also shoulder the responsibility to increase the level of production. This rate of bonus must be settled by collective bargaining. The payment of Bonus Act, 1965 should be given a longer period of trial. Some establishments which used to pay bonus before the passing of the Payment of Bonus Act have stopped
paying bonus because the Act does not apply to them. These establishments should not stop bonus payment merely on this account. Government should consider the feasibility of making a suitable amendment to the Act in respect of such establishments.

5. **Effective Propaganda for Sale Promotion**

The importance of sales techniques may not be at all overlooked as it exercises a powerful influence on the growth of productivity in an industry. Various types of modern means of propaganda must be adopted. While advertising for sale promotion, human psychology must be kept in mind. Workers of the industry have respect and reverence for the retired officers and workers who have dedicated their life for the betterment of the industry. Such retired workers may prove to be a successful and powerful production agent for the propaganda of production of the industry.

6. **Suitable Training Arrangement**

For increasing productivity, it is essential that various classes of workers must be trained and in providing this training following points should
be taken into consideration:

A. The class to which worker belongs  
B. Educational qualifications of the worker  
C. Experience of the worker  
D. Apptitude and nature of the worker  
E. The nature of work carried down by the worker  
F. Age of the worker.

After considering all the above six points, it should be thought out what type of training will be suitable. After considering the nature of trainees, training should be imparted. It is only through this, the productivity may be increased at a desired rate because existing system of training is highly defective. At present there are prescribed courses for trainees which are provided in routine manner. Such training can never achieve productivity to the desired extent. A distinction must be made between training, education and teaching. Training really refers to knowing and applying the particular branch of knowledge most effectively. The process of knowing and understanding and its application with a view to obtain maximum benefit is the primary function of training. Hence training must be such which takes into consideration all the above facts. It is only then, it will contribute in increasing the productivity of the industry.
Training officers themselves should be properly trained. Before, imparting training to the new comers they must pass through the following three important stages, closely related with the conception of training:

A. Full acquaintance with knowledge
B. Adequate practice of knowledge
C. Achievement of the desired goal

7. Better Prospects of Promotion

It is human nature that every one wants to show everything in a better way and to create its impact in results achieved by him. Promotion is regarded mostly as a sort of incentive, but the fact is that promotion satisfies the following four aspects:

A. It satisfies the desire of worker to show his ability in a better way and performing better job.
B. It removes monotony of doing the same job year after year in a prescribed way. Promotion changes the cadre of the job too.
C. For getting the job of higher calibre new appointed delegates or the existing employees, may be promoted for the same instead of new employees. In this case, if existing employee is promoted to higher status, it increases the productivity because
such employee does his best on account of the fact that he knows fully well the reason of his promotion, which has been achieved due to his sincerity and way of performing the job with full responsibility. In his promoted position, he exerts himself much more in order to show his capacity of sincerity, so that there will be chance of further promotion. The hope of getting further promotion complex him to work very hard, which results in increasing productivity.

D- Other employees of that stage from where a particular employee has been promoted, will be compelled indirectly to do more and better work because they will feel that it is only the work that helps in promotion. On account of this sort of feeling among the employees, the productivity of that department will also increase.

'P' of promotion is similar to 'P' of productivity. The first 'P' results in another 'P' and ultimately leads to the third 'P' which refers to profit automatically. Thus employer is benefitted in all respects by the techniques of promotion. But a note of warning is very essential in this respect, that promotion should be granted only in those cases, where it is highly justified. It should never be granted on the basis of favouritism or pressure.
8. **Satisfactory Working Conditions:**

Suitable working conditions, to a great extent, are held responsible for determining the rate of growth of any industry. Generally it is found that unhealthy and unfavourable working conditions have become a common feature, present in most of the industries. Due to this, the employer has to face a continuous decline in the rate of growth of the productivity.

It becomes the duty of employer to see that complete peace is maintained throughout the industry. There should be no disturbance or interference from outside, which may distract workers' attention. Workers should enjoy a sense of security and freedom which will have a favourable influence on their performance.

Machines and tools (used in the industry) which need repairing and replacement must be provided for, without any delay or loss of time otherwise this will hinder the smooth functioning of the industry.

Workers are inspired and motivated to work wholeheartedly if they feel that their colleagues are busy with their work with dedication. So it becomes the duty of employer to create such atmosphere within the industry which may provoke the workers to discharge their duty responsibly and sincerely.
9. **Maximum Capacity Utilisation:**

On the basis of survey it was found that capacity to work among the workers exists but it has not been properly utilised mainly due to the fact if ignorance about the available stock of capacity. On some occasions assessment about the available capacity is also defective. It is therefore, suggested that efforts should be made to make full use of the capacity of the workers. It will increase productivity. There are instances when only a bit alertness and sincerity on the part of officers help in maximum use of capacity. Ultimately, it is the capacity utilisation that contributes in increasing the productivity.

10. **Purchases of better quality of raw material:**

In the cotton Textile Industry in U.P. the better quality of raw material should be purchased. When the quality of raw materials is better workers' efficiency of doing work is more in comparison to the case where a worker has to struggle with inferior quality of material. The extra amount, which will be required for purchase of better quality of raw material, can be partially compensated if purchases made in large quantity and partially it may be large quantity and partially it may be compensated by increasing prices of the product. In the long run this is sure to hear a favourable influence on productivity.
11. **Suitable Providend Fund Scheme:**

Providend Fund provides various welfare facilities to the workers, during the service period and hereafter. If the workers find providend fund scheme favouring their interests and requirements, they will not be at all worried about their future. Therefore, they will be able to devote themselves whole-heartedly to the work, they have been allotted. Ultimately this results in the increase of workers' efficiency, and the production also increases. Hence it becomes urgent necessity to implement the rules and regulations of Providend Fund Act in all the Cotton Textile units properly. Following suggestions may be forwarded to make the providend fund policy more effective.

The Act at present does not apply to establishments employing between 10-20 workers. It should be extended to these establishments and the minimum rate of contribution therein fixed at 6\(\frac{1}{4}\) per cent. Wherever the present rate of contribution is 6\(\frac{1}{4}\)% it should be raised to 8% and where the existing rate of contribution is 8%, it should be raised to 10%.

**Payment of P.F.:** Conversion of providend fund into retirement cum-family pension is desirable. In the cases where rate of
contribution is raised to 10% from employers and employees; a portion of contribution should be converted into pension. Pensionary benefits should be worked out on the basis of 4% to start with, the remaining 16% should be paid back as providend fund accumulation.

Recovery of P.F.: Power should be vested in Providend Fund Commissioners and other officers of the organisations to sanction prosecution and issue certificates for the recovery of providend fund dues through the collectors as arrears of land revenue. Penalties for default in payment of P.F. dues should be made more stringent. Defaulters should be made cognizable under the I.P.C. arrears of P.F. should be made the 'first charge' on the assets of an establishment/factory at the time it is wound up.

Investment of Fund: The providend fund accumulation should be invested in securities yielding higher interest as far as possible consistent with the security and safety of funds, to enable the members to get higher rate of interest.

12. Lay-Off and Retrenchment Compensation:
A long term solution for the contingency of unemployment insurance for all employed persons. The present provision for retrenchment and lay-off compensation should continue during the transition period. The aim should
be to work gradually towards a comprehensive social
security plan by pooling all the social security collections
into a single fund from which different agencies can draw
upon for disbursing benefits according to needs.

It should be possible over the next few years to
evolve an integrated social security scheme which will,
with some marginal addition to the current rate of
contribution, take care of certain risks not covered at
present. This will be limited to the benefits of
(1) Providend fund and retirement/family pension, and
(ii) Unemployment insurance.

13. Minimum Wage:

(a) Statutory Minimum Wage:

(i) Once the minimum rates of wages are fixed
according to the procedure prescribed under
the Minimum Wage Act, 1948, it is an obligation
of employers to pay the said wages irrespective
of the capacity to pay.

(ii) The appropriate Government should revise wages
prescribed under the provisions of the Act
atleast once in every three years. If as a result
of adverse price situation, wage-rates require
adjustment within three years. The local
authority should make such adjustment.
(iii) The schedules to the Minimum Wages Act should be periodically revised to that employment(s) which ceases to employ sweated labour are deleted and such employment(s) as employ sweated labour are added to the schedule. The employment limit of enabling a State Government to fix minimum wage for a particular employment included in the Schedule to the Act should be reduced from 1000 to 500 in the whole state.

(iv) The criteria in regard to minimum wage fixation will necessarily have to be flexible. Laying down a rigid cash equivalent of the content of statutory minimum wage, whose coverage is essentially transitional under conditions of development would not serve any useful purpose.

(b) National Minimum Wage:

A national minimum wage in the sense of a uniform minimum monetary rate of remuneration for the country as a whole is neither feasible nor desirable. It may be possible, however, that in different homogeneous regions in each state, a regional minimum could be notified. An effort should
be made to fix such regional minimum wage.

(c) **Need based Minimum:**

The need-based minimum wage and the wages at the higher levels of fair wage, cannot be introduced without keeping in mind the extent of the capacity of the employer to pay the same. This has to be a pragmatic process which the wage-fixing authorities will have to keep in mind. In fixing the need-based minimum which is in the range of the lower level of fair wage, the capacity to pay will have to be taken into account.

14. **Dearness Allowance:**

There should be periodic adjustment of wages, taking into account the changes in cost of living. It would be the best to leave it to the wages fixing authorities to choose the index (Local or all-India) they consider suitable for the purpose of linking dearness allowance. Neutralisation at the rate of 95% should be granted against the rise in cost of living to those drawing the minimum wage earners in non-scheduled employments should not be allowed to have any adverse effect on the rates of dearness allowance already prevailing on the basis of agreements/awards. The higher rates of neutralisation already achieved should be protected. The capacity to pay is not a relevant consideration for payment
of dearness allowance at the minimum level. A five point slab with reference to the consumer price index (base year 1960) on the basis of current all India series or the current (1960) centre series should be appropriate for adjustment in dearness allowance. This recommendation should not effect employees who are at present getting point to point neutralisation.

The amount of dearness allowance to be paid to employees having emoluments higher than the minimum wage should be the same as given to employee at minimum.

15. **Elimination of Absenteeism**

It has been observed during the period of survey that main causes of absenteeism are the illness of the workers, monotony of the work, bad behaviour of senior officers, transport and weather problems. It is suggested that if the wage structure is made up to the mark proper transport and medical services are provided, rate of absenteeism may be reduced upto a very great extent. It is also suggested that special training courses should be arranged for the senior officers of every department, in which training for meeting out various challenges thrown by the workers should be given. In this connection, it is necessary that the senior officer should try to find out the causes of dis-satisfaction among the workers if possible he
should make efforts to remove acute dis-satisfaction and this will reduce absenteeism.

16. Proper Medical Facilities:

One of the problems relating to workers is their physical unfitness. Due to physical unfitness, workers remain absent from their job and productivity of the industry is adversely affected. The existing arrangements of medical facilities are inadequate and unsatisfactory. The suggestion is that not only qualified and experienced and devoted doctors should be appointed but the medicines of the best quality should also be made available to the effected workers. Medical examination of the workers should be made every month and if any difficulty of such a nature is found out in a worker, which may develop in a serious disease he should be excused from the work otherwise he will not be able to work efficiently. Suitable treatment should immediately be started. Periodic checking should not only be formal but it should be done with full sincerity. In this connection, it is also suggested, that in addition to periodic checking occupational medical check-up should also be made. Annual statement about medical position of workers should be prepared on the basis of medical checking and this statement should be given to the leaders of trade
union and should also be placed in the meeting of the management. This will help in assessing the working capacity of the workers.

17. Improvement in Creches!

At present proper standard is not maintained in creches. The time, which women worker spend in creches should be full of pleasure for her as well as for her child. Therefore, the suggestion is that it should be kept very neat and clean at all the time. Latest types of toys and better provision for food should be provided. The maid-servant, kept there requires better training. She should provide not only homely atmosphere but also motherly affection to the children. This suggestion is on the ground that at the time of survey it was noticed that maid-servants observed according to prescribed norms. The suggestion of researcher is that more devotion than duty is needed on their part, that is these ladies should completely devote themselves for the care of children, put under their guard.

The above suggestion is in the view to increase the productivity of women workers. Carefree mental attitude is the pre-requisite for increasing the production of women workers. The greater worry for the women workers is for her child and if she is free from this side, she can whole-heartedly devote herself to the work and thus productivity will increase.
18. Improvement of Canteen Facilities:

The things provided in canteen should not only be of the best quality but the prices should also be comparatively less than what is charged normally in the market. Worker goes to the canteen not for wasting away the time but he prevent himself for the monotony of the work. Hence, he must get suitable atmosphere in the canteen so that it may remove his/her monotony and boredom. If the canteen can do so, it will increase the productivity of the workers. Really speaking not only attitude of canteen workers but table, chair which they use and the pots and utensils in which estables are served and the persons who serve them matter too much because if the table is quite neat and clean utensils are best and shining and the bearer has attractive appearance and uses impressive clothes, the tired worker will enjoy the refreshment in such atmosphere and thus his productivity will increase.

19. Provision of Transport Facilities to the Workers:

At present many workers come to their respective industrial units by their cycle, which is very straineous. Some come on foot and there are very few who come by moped or scooter. This fatigue travelling from their residence upto the working place, has an adverse affect on their productivity. The suggestion is that a well chalkout programme, transport facilities should be provided to the workers who come to the
industrial unit from distant places. This will not only save them from the monotony of cycling and risk of reaching late but will also increase their efficiency. Specially in rainy season it is very difficult to reach industrial unit on foot or by cycling.

20. Need for Proper Communication:

In the course of survey, the researcher noticed that considerable time is wasted by the employees and the senior officers while the former seeks guidance and necessary instructions from the latter. Ultimately, this results in bringing down the rate of growth of production, of the industry concerned. In order to avoid such wastage of time and decline in the level of production, the following suggestion may be forwarded:

A well thought-out and systematic planning should be undertaken in order to educate and train the senior officers to enable them impart necessary information and instruction to their juniors. In this way the saved time (which is usually wasted due to lack of proper training of communication) may easily bring useful and fruitful results for the productivity of the industrial units.

21. Settlement of Industrial Disputes:

In course of survey it was found out that various decisions of industrial disputes were in favour of employers
because the workers failed to collect necessary information regarding the case of dispute, filed in the court. I hereby suggest that workers and trade union leaders must take pains to collect completing material facts regarding the dispute.

Again it can be suggested for the settlement of industrial disputes that real industrial harmony is possible only when conditions are created for avoidance/prevention of disputes, while no procedure however, carefully worked out, can entirely eliminate industrial disputes and conflicts. Frequent discussion between the employers and representative of workers, will be of considerable assistance in reducing the chances of conflicts. The system of industrial relations as it has developed since independence, has kept avoidance of conflicts/disputes as one of its two basic objectives, the other being expeditions settlement of disputes when they do arise. Emphasis has been laid on the creation of the necessary atmosphere for the development of labour management co-operation through the adoption of suitable institutional frame-work for joint consultation, redress of grievances and the like. There are certain weaknesses in the working of the existing industrial Relations Machinery i.e. the delayed involved, the expenditure, the largely adhoc nature of the machinery and the discretion vested in the Government in the matter of reference of disputes. We, therefore, suggest, the
setting up of an Industrial Relation Commission at the National and U.P. State level, for setting disputes broadly covering matters, listed in the Third scheduled to the Industrial Dispute Act. The set-up of the proposed machinery will broadly, be on the following lines:

(i) There should be a National Industrial Relations Commission appointed by the Central Government for industries. The national IRC should deal with such disputes which involve questions of national importance or which are likely to affect interest of establishments situated in more than one states i.e. disputes which are at present dealt with by National Tribunals.

(ii) There should be an Industrial Relation Commission in U.P. state for settlement of industrial disputes for which state Government is appropriate authority.

(iii) The National/State IRC will have three main functions, (a) Adjudication in industrial disputes (b) Conciliation and (c) certification of unions or representative unions.

(iv) The strength of the National/State Commission should be decided taking into account the possible load on it and the need for expeditious disposal of cases its membership should not exceed seven.
(v) The Commission should be constituted with a person, having prescribed judicial qualifications and experience as its president and equal number of judicial and non-judicial members. The non-judicial members need not have qualifications to hold judicial posts, but should be otherwise eminent in the field of industry labour or management.

22. Choice of Techniques:

The incremental choice of techniques in plans must be based on the principle of overall economy of the more scarce factor through scope for maximisation of surplus per unit of investment of 'factor quantity'. This requires a considerable rise in the level of nominal and real interest rates, and a tightening of the credit availability conditions to sectors which have high capital-labour ratios, discouragement of trends of mechanisation per se-fiscal incentives favouring lower than norm capital intensities, also licensing rules contributing to the above etc. Correspondingly conscious efforts in income policies to reduce the wage-disparity by placing ceilings on the growth rate of real wages in the higher wage sectors and moving up the wages of the bottom groups is a necessary requirement for the generation of incentives for optimising the choice of techniques. It is also necessary to reduce or even its away, with the
sectors, they can always do it through appropriate tax incentives 'positive and negative'. At the same time, concessions will have to be given for those forces that strengthen productivity growth. Special awards for innovators and efficient managers as well as for very efficient workers will have to be publically devised—both in the public and the private sector. The opportunity of such awards must be available within every firm. As said earlier, there must be productivity detection agencies, which would keep a watch on discovering exceptional talent and for cases of devotion to work and innovation, when rewards are given, they have to be tax-exempted the above policy must be adopted also towards all sorts of creative work in the field of science, technology, knowledge diffusion etc. The tax system has not been specially looked at from the angle of obtaining highest productivity growth rates, particularly in the needed sectors. It is necessary to devise norms in this respect and such norms must apply to depreciation and replacement, inventories expenditure on R&D, opportunities for promotion of exceptional talents within the firms extent of professionalisation of management etc. If these norms are worked out and kept sufficiently dynamic, tax-instruments can be so devised as to favour high productivity and growth
subsidisation on high capital-labour ratio products and techniques, whatever the reason. Monetary and fiscal policies, to repeat, must be various professional associations in the important requirement.

Thus, the optimum choice of techniques removes dissatisfaction and disparity of the workers. It serves as a powerful tool in the hand of management to maximise the productivity with the scarce factors of production.

23. **Specialisation:**

It has been noticed that in most units the volume of employment of labour is in excess of that which is strictly required. Often, there are no direct requirements at the middle and higher levels. This has led to closing the inflow of outside knowledge into particular firm and offices at crucial layers. Unions are operating virtually guild type of restrictions against fresh talent. Growth of technical changes is partly autonomous and it is very necessary that we provide for inducting qualified young and trained people at every stage. A reference may be made to the excessive premium paid to the general administrative ability as against expertise and specialized ability. In a developing economy this policy will not do. Development means more and more scope for specialization. Such a trend should be favoured.
24. **Quality Production:**

Associated with the promotion with the export development, and in a general way also, is the issue of the weightage which should be given to improvement in the quality of products in domestic manufacturing. The Indian Standard Institution has done commendable work in this connection but because of the absence of an atmosphere of competition at home, it is not possible for us to obtain an improvement in the quality of production. Improvement of quality requires some measure of investment for the above sake. At the same time, it requires institutions to disseminate information regarding quality, to lay down norms, public support for the same, and measures for penalisation of deviation from accepted norms etc. The handicap in respect of dependable quality comes very much in the way of building a steady and expanding export market. It also requires a certain extent of pride within the industry in its brand name. The issue of bringing about an improvement in the quality of domestic production, merits a detailed enquiry in which some assistance from international exports would be helpful.

25. **Fiscal Policy:**

Suppose the authorities want to discriminate in favour of the more-productive sectors as against the less productive
to penalise the lagging sectors. A detailed examination of every element of subsidy is also required. Subsidies are one of the powerful disincentives for rapid productivity growth. A reference has already been made to the need for the realization of interest rates in accordance with the normative requirements.

26. **Quarterly Meeting of the Departmental Employees:**

It is suggested that at least once in every three months, a meeting of all the employees of the department should be held. In this meeting there should be no difference between departmental head, officers and the workers. Seating arrangement should be at par for the all employees because this meeting is mainly for the purpose of knowing the opinion of each other regarding their difficulties and limitations faced by them during their period of work. When they know each others limitations, they will definitely realise the real position. Such meeting will create a feeling of brotherhood among them. If all of them realise that they are members of the same family so far their department is concerned, they will contribute their maximum to increase industrial productivity. At present production is less because one is feeling that he is dominated by other persons and biased decisions are taken on many occasions ignoring genuine interests of the workers. Such feelings are very harmful so far as productivity is concerned.
Researcher is confident of the fact that if these meetings are sincerely held and attended by open mind with main motto of devotion and brotherhood, they can work wonder in the field of production. In every successive meeting the results of the previous meeting should be reviewed and this procedure should be continued year after year.

27. Half Yearly Meeting of the Employees of All the Departments:

It is suggested that at least once in six months there should be a combined meeting of all the employees of the concerned department because there are a number of inter-departmental problems. In this meeting the senior officers, junior officers and the workers should participate with a spirit of dedication and service. This meeting helps in creating good understandings among seniors and juniors, which is very necessary for removing the working atmosphere of various departments. The results of one meeting should be reviewed in other meeting and this process should continue year after year.

If all the suggestions given above are executed sincerely, workers' contribution in productivity of Cotton Textile Industry of Uttar Pradesh in general and Kanpur in particular will become maximum. It will assist this industry in making its maximum development.
ANNEXURE I

METHODOLOGY

For the research work on 'An Analytical Study of Workers' Contribution in Productivity of Cotton Textile Industry of Uttar Pradesh (with Special Reference to Kanpur) following methodology has been adopted by the researcher:

1. **Collection of Data**: Both primary and secondary data have been used in this research work. Primary data have been collected from various surveys which the researcher did by visit to various industrial units. Secondary data has been collected on the basis of various published materials available from the books, journals and periodicals.

2. **Holding of Seminars**: For acquainting on various aspects of workers' productivity, seminars were held. Representatives of the workers, officers, leaders of trade unions and politicians participated in them.

3. **Personal Interviews**: Researcher had personal interviews with workers, officers and leaders of trade unions on various occasions as per the requirements of the research topic.
4. **Visit to Libraries:** In order to collect material relevant to the topic occasional visits were made by the researcher to various libraries of the country.

5. **Visit to various Textile Units of Kanpur:** Researcher visited the following textile units of Kanpur for the purpose of collecting information regarding the requirement of the research topic:
   (i) Elgin Mills No. 1 Kanpur
   (ii) Elgin Mills No. 2 Kanpur
   (iii) J.K. Cotton Mills Kanpur
   (iv) N.T.C. Mills Kanpur

6. **Circulation of Questionnaire:** Questionnaire was prepared for the workers, officers and leaders of trade union. They were circulated among them and on the basis of response received information was incorporated in the research work.

7. **Random Sampling:** Whenever selected group of persons was contracted random sampling method was adopted.

8. **Classification of Data:** Collected data was classified under various heads as per requirements of the subject matter of the research work.

9. **Tabulation of Data:** After the necessary classification of collected data it was properly tabulated for the sake of quick and reliable results.
10. **Analysis and Interpretation**: After the collection, Classification and Tabulation proper analysis and interpretation of facts and figures have been made, as per requirements of this research work.