CHAPTER 6: CONCLUSION
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CONCLUSION

Through this piece of research an attempt has been made to study the formal and informal structure of medium scale industries. This study has been made in the region around the Bhilai Steel Plant, but it is expected to bring out the basic characteristics of medium scale industrial concerns in other parts of India as well. Just as large scale and small scale industries have distinctive characteristics, so also the medium scale industries have distinctive features in their formal and informal structure.

After the establishment of Bhilai Steel Plant in Bhilai in 1956, a number of medium scale industries grew up around Bhilai because of the easy availability of many products and by-products of the Bhilai Steel Plant. The giant Bhilai Steel Plant also made available a ready market for some of the products of the medium scale industries.

There are at present ten medium scale industries in the Bhilai industrial estate. From these ten medium scale industries, two with the largest number of workers and two with the smallest number of workers have been taken for intensive empirical study. The two with the largest number of workers are the Bhilai Engineering Corporation Limited and the Bhilai Wires Limited; and the two enterprises with
the lowest number of workers are Simplex Udyog and Bharat Industrial Works. These industries are located in the Chhattisgarh region which is in the south-eastern part of the state of Madhya Pradesh.

A total of 356 respondents belonging to different types of job categories of the four medium scale industries were selected through stratified random sampling, so that all rungs of functionaries - manager, deputy manager, assistant manager, foreman, supervisor and workers (skilled, semi-skilled and unskilled) were represented in the sample and at the same time there was no bias in the selection of particular respondents. A 15% sample for those two industries which have the largest number of workers and a 25% sample of the two industries which have lowest number of workers, has been drawn. It is obvious that the size of samples from various industries show a slight variation in proportion to the total population of the industries. The reason for this is that an attempt has been made to represent proportionately the functionaries in all the rungs.

The major tool used for data collection is a pre-designed interview schedule. It was pre-tested several times before being finalised. The data has been tabulated by the process of computer programming.

The capital limit of small scale industries has been laid down as Rs.1 crore in the 1998-99 union budget.
of India. All the four industries under this study have a total capital outlay of more than Rs. 1 crore each. They thus fall in the category of medium scale industries according to the current statutory norms.

According to the widely accepted international norms industries having less than 100 workers are regarded as small scale units. From this criterion also the four industries which have been taken for study come in the category of medium scale industries, as each of these has more than 100 workers.

From the sociological angle it is important that in large scale industries there is excessive layering - there are too many rungs of employees at different levels. Information passes through too many people, decision are taken through too many levels and the relationships are impersonal, whereas in small scale industries the relationships are face-to-face and even familistic. The characteristics of medium scale industries are neither those of the large scale industries, nor those of the small scale industries. The medium scale industries have certain distinctive sociological features. The present research work makes an attempt to bring out these features.

The analysis of age groups among the respondents shows that the work force of the medium scale industries is comparatively young as three-fourth of the respondents fall between the age of 26 years and 45 years. Employees of the younger (15 to 25 years) and the older (46 and
above) age groups constitute only about one-fourth of the total sample.

The sample industries taken in the study - the Bhilai Engineering Corporation Limited, the Bhilai Wires Limited, the Simplex Udyog and the Bharat Industrial Works were established in the years 1966, 1973, 1980 and 1988 respectively. This means that all the sample industries except the Bharat Industrial Works have completed their 15 to 30 years. Most of the older workers (29.2%) are working in the Bhilai Engineering Corporation Limited and the Bhilai Wires Limited. The reason behind it is that both of these industries were established earlier in comparison to the other two industries.

The work force under study comprises entirely of men, except one woman who has been working in the Bharat Industrial Works in the ministerial staff. In the production and the maintenance units of the sample industries only males are employed.

Classification by marital status of the respondents brings out that the overwhelming majority of the workers are married. Among the 356 respondents only 12.4% are reported unmarried, while none of the sample workers is a widower or a divorcee.

Analysis of data regarding the number of dependents suggests that 66.8% respondents have more than three
dependents, whereas 33.2% are having below 1 and 1 to 2 respondents. Most of the respondents who belong to the Chhattisgarh region have more dependents than those who come from other parts of India. The availability of seasonal crops from their own fields, the needs of the joint family, and lower levels of education of their parents and themselves seem to result in more dependents. Most of the respondents who are working as Executives, Foremen, Supervisors and Ministerial Staff have less number of dependents.

From the analysis of data regarding the tenure of service of the respondents it is evident that half of the respondents under study have a standing of 1 to 10 years whereas one-fourth of the workers have a standing of 10 to 15 years service.

The analysis of data regarding the biographical characteristics of the respondents indicates that because of family responsibilities, and a relatively large number of dependents, the employees do not move easily from their current employment in medium scale industries.

It is remarkable that the relatively lower castes (Other Backward Classes) constitute 38.2% of the sample. The middle castes (37.1%) come next to the lower touchables in strength. 10.4% of the sample workers belong to lower untouchable castes, i.e. Scheduled Castes and 0.56% to Scheduled Tribes. The upper caste functionaries
constitutes 13.8% in the total strength. It is evident by the analysis of data that the percentage of Scheduled Tribes is very low among the workers. However, the percentage of the population of the Scheduled Tribes in Chhattisgarh region is 40.8% of the total population. The reason behind the low representation of tribals seems to be that the tribal people, by and large, are not yet inclined to take up jobs in industries. Non do they have much education and training. Since these industries are private they are not required to reserve jobs for persons belonging to the Scheduled Castes or Scheduled Tribes.

Hindus who form the majority of the Indian population, constitute 91% of the sample. The remaining 8.9% respondents cover the followers of other religions: Muslim (4.8%), Christian (3.1%), Sikh (0.9%) and Jain (0.3%).

Classification by mother tongue reveals that Hindi and Chhattisgarhi speakers are in majority i.e. 35.4% and 34.3% respectively. This is an indication of the place given to local populace in the industries, as the surrounding area is mostly of the Hindi and Chhattisgarhi speaking people. Other language groups which have found their place in the work place (30.3%) are Marathi, Oriya, Telugu, Bengali, Malyali and Punjabi.

The analysis reveals that workers belonging to Madhya Pradesh are 53.9% in strength. Other states which
have their representation in the work force are from Andhra Pradesh, Kerala, Maharashtra, Orissa, West Bengal and Punjab. The people belonging to Madhya Pradesh constitute 46.1% of the work force. This shows that the number of respondents who belong to Madhya Pradesh are less in number than the respondents who are from the other states.

After the establishment of the Bhilai Steel Plant in 1956, people from various states of India have migrated to Bhilai in quest of employment. At present near about one lakh employees are working the Bhilai Steel Plant. The character of the work force of Bhilai Steel Plant is multi-regional, multi-religious and multi-lingual. It seems that because the medium scale industries in the present study are located adjacent to the Bhilai Steel Plant the relatives and friends of the employees of the Bhilai Steel Plant have been getting employed in these industries. Those who cannot get employed in the Bhilai Steel Plant seek employment in these nearby industries. The composition of the work force of the medium scale industries is an excellent example of national integration, as people from almost all parts of the country are working here. Analysis according to native place suggests a wide range of regional difference among the respondents.

Data regarding the nature of the households of the respondents suggest that a significantly large proportion
(65.9%) of the sample workers are members of nuclear households as against 35.1% who belong to the joint households. Most of the respondents belong to the surrounding region.

The classification by the standards of the education attained by the sample workers shows that an overwhelming majority of the workers are literate and their educational standards vary immensely from Primary level to the level of Higher Secondary. Only 5.6% of the sample workers were found illiterate, not having any formal education, while 13.2% were educated upto the Primary standard. About one-fourth of the workers were educated upto Middle standard, 32.3% of workers have received non-graduate technical education, while 5.9% have technical education upto the graduate level. Only 8.9% of the respondents are non-technical graduates.

All the four sample industries have different types of departmentalization in accordance with the nature of their products. In the Bhilai Engineering Corporation Limited, the departments have been divided into two categories on the basis of function - production and service. The production unit consists of two separate divisions - foundry and engineering. The foundry division has many processing departments such as melting shop, moulding section, fettling and pattern shop. The engineering division has three main departments:
machinery shop, assembly shop and equipment/fabrication shop. The sub-units of both the engineering and foundry divisions are maintenance and store section. The service unit consists of many departments including marketing, purchase, personnel and accounts. Each major product in the Bhilai Engineering Corporation Limited is placed under the authority of a General Manager/Deputy General Manager or Division Manager/Manager who is a specialist in, and responsible for, everything having to do with his product line. Every department is responsible for the various processes of production and distribution of the relevant product.

The Bhilai Wires Limited has four major units of production - pickling, wire drawing, galvanizing and stranding unit. The sub-units of production are maintenance, store and quality control. In the Bhilai Wires Limited each of these three departments, production, maintenance and marketing, are placed under the authority of a manager. Other departments are placed under the charge of Deputy Manager. The President of the company looks over the marketing and materials section.

In the Simplex Udyog, three main units - the machine shop, the fabrication shop and the assembly shop have been operating. These units are placed under the charge of an Assistant General Manager (Works). He looks
over all these departments. Quality Control department is under the charge of Manager, Quality Control.

The Bharat Industrial Works has been working in steel fabrication, erection and mechanical equipment section. It has one main production unit. The fabrication unit, the inspection unit and quality control sections have been supporting it as sub-units. The Director of the Bharat Industrial Works is the overall incharge of these departments.

All the four sample industries have been paying minimum wages promulgated by the government to their employees. The rate of minimum wages is revised by the government from time to time. But most of the respondents felt that the rate of minimum wages fixed by the government is not sufficient at present for their livelihood. The classification of workers by income reveals that the major proportion of the sample belongs to middle income group. As many as 72.8% of the workers fall in the middle income category and their monthly earnings lie within the range of Rs.2001/- to Rs.4000/-. Less than one-fourth of the respondents belong to lower income group and earn between Rs.1000/- to Rs.2000/- a month. The upper income group is small, i.e. only 13.5%. The income only of the managers comes in the upper income group.

The Bhilai Engineering Corporation Limited has been providing all peripheral financial benefits to their
employees such as medical allowance, house rent allowance, cycle allowance to the workers and petrol allowance to the staff, bonus, overtime, profit-sharing incentives, dust allowances, annual increment and a gift for proper attendance.

The Bhilai Wires Limited and Simplex Udyog have also been giving financial rewards excluding Cycle allowance/Petrol allowance, profit sharing incentives, dust allowance and provision for gift/cash for proper attendance. The Bharat Industrial Works has been providing only fixed pay to their employees. Other benefits except yearly Bonus, have not been provided to them.

Among the four sample industries only the Bhilai Engineering Corporation Limited has been providing proper employee services to their employees. There are two canteens in the company. About one half of the cost incurred in running the canteen is borne by the company. Around the canteens there are lawns where the employees take rest during the break. The other three industries have not provided canteen services to their employees.

The Bhilai Engineering Corporation Limited has constructed some quarters in the factory compound. In addition some quarters have been hired by the company in the M.P. Housing Board Colony near the Industrial Estate. The Bhilai Wires Limited and Simplex Udyog are providing
accommodation facilities to their employees only in the M.P. Housing Board Colony. The Bharat Industrial Works has not provided any housing facilities to their workers.

The Bhilai Engineering Corporation Limited has its own ambulance. No industry has its own clinic. The Bhilai Engineering Corporation and Simplex Udyog have been giving medical advance to their employees. Only the Bhilai Engineering Corporation Limited and Simplex Udyog have been giving the facility of fee reimbursement for the employees' children, as educational services.

It is found that there are three types of employees in the medium scale industry. There are: (a) Permanent workers - those who are employed and directly by the company's authority, (b) Contractor workers - those persons who are employed and controlled by the Contractor, and (c) Committee workers - those persons who are employed by the company but are under the control of the Committee officials. These Committees have been constituted by the company recognised unions. It was found that such Committees were formed in Simplex Udyog and Bhilai Wires Limited by the leaders of the INTUC and the AITUC respectively. The workers - who are recruited in the industry by the Committee, get their wages directly from them.

This arrangement is unexpected and rather surprising. It means that the owners of these industries
have devised a method of giving regular financial benefit to those who control the workers' unions. Obviously, this must be making the union leaders beholden to the owners and inducing them to serve their interests.

The analysis of data brings out that 44.7% respondents did not get any promotion in their service careers whereas one-fourth of the respondents got one promotion. Thus, it may be concluded that the employees of the sample industries have very few chances of promotion.

A large proportion (83.9%) of the respondents from the Bharat Industrial Works did not get any promotion in service whereas only 16.1% respondents got 1 to above 2 promotions. 55.7% respondents of the Bhilai Wires Limited and 41.4% respondents of the Bhilai Engineering Corporation Limited did not get any promotion in the service. About one half of the respondents of Simplex Udyog got only one promotion in their service.

The sample industries provide neither on-the-job training nor off-the-job training to their employees. Lack of training programmes in the medium scale industries has resulted in less opportunities for career advancement of the workers.

The overwhelming majority of more than three-fourth of the respondents which include skilled, semi-skilled and unskilled workers, and ministerial staff have been receiving the work orders orally. Only 5.3% of the
respondents such as managers, deputy managers, assistant managers, foremen and supervisors are getting their work orders in the written form. Oral communication generally takes place among the workers (skilled, semi-skilled and unskilled) also because they are largely less educated and illiterate and there are problems of language. There is direct oral communication between the supervisor and the workers, and it is face-to-face. This type of communication is more communicative and effective and is of great help in avoiding delays, red-tape and formalities.

The analysis of data from these four medium scale industries reveals that the overwhelming majority of respondents (91.6%) which includes operating workers and ministerial staff get their work orders from their immediate officer, whereas 6.4% informants which comprise of supervisors, foremen, assistant managers and deputy managers receive their work orders from immediate officer as well as intermediate officer.

In the sample industries information regarding administrative matters is provided to operating workers by the notices which are pasted on notice board, whereas the staff at the level of officials receives informations in the written form through circulars.
No grievance committee has been formed in any of the four sample industries. Most of the grievances are handled by supervisor-subordinate discussion.

The most common form of disciplinary action is oral warning. If oral warning is effective, further official disciplinary action is avoided. If the employee fails to improve, the authority moves to take more severe action. The personnel section makes a temporary record of the reprimand and places it in the employee's file. One the employee has demonstrated that he has corrected the problem, the record of the oral reprimand is removed from his file.

Through the analysis of data regarding the formal structure of the medium scale industries, it may be inferred that due to lower magnitude of hierarchy and a good amount of personal contact in medium scale industry the company is benefited through reduction in distortion in communication, increased speed of decision-making, decrease in bureaucratic dysfunctionalities and wider span of control. On the other hand, the sample industries neither provided proper wages and promotion opportunities nor extended any training on-the-job and off-the-job to their employees.

The data regarding the relations among the sample workers suggest that one half of the respondents have six or more members in his work group as close friends. The
data shows that the operating workers and supervisors have been maintaining intimacy with the members of their work group. But in the top managerial level, the manager, deputy manager and junior executives do not maintain intimacy with the members of their group.

The answers received from the respondents regarding talking among them show that 82.9% respondents talk with their workmates a good deal, whereas 16.9% informants talk to their mates just now and then, and only 0.3% hardly at all.

The majority of workers who have reported that they talk to their mates just now and then, or hardly at all, are working in the machine shop as lathe-operators or machinists. From this it may be concluded that the nature of work significantly affects social interaction among the workers.

The employees of maintenance section (mechanical or electrical) frequently interact with the workers of all sections - those engaged in production as well as stores and other departments. They talk to the members of their section a good deal and also with the members of other sections.

Thus, it may be concluded that the technical organisation does exert an important influence on the frequency of interaction among workers on the shop floor.
A majority of workers (95.4%) feel 'very upset' and 'fairly upset' if they were moved to another job in the factory, even though their new job may be more or less like the one they do now, but away from the men who work near to them. However, most of the managers, deputy managers and junior executives stated that they would be 'not much bothered' and 'not bothered at all'. This difference between the attitude of workers and that of the executives is significant.

About the most important bases of friendship among the respondents, a majority of workers (69.3%) stated that these are the 'same location of work' and the 'men who are helping them in their work', whereas 16% of the workers said that the bases of friendship among them are an equal or similar position/cadre, and 6.2% informants mentioned belonging to the same age group as the most important basis of friendship.

Socio-cultural factors like caste, religion, region and language are not perceived as important factors or bases of friendship. Only 8.2% of the workers visualize some influence of these factors. This is significant, and may not have been thought to be the case without empiric study in the field.

Analysis of the data indicates that the relations among colleagues in the work group are very good and such
relations generate a feeling of personal well-being and lead to coordination which helps to promote the attainment of the goals of the organisation.

An overwhelming majority of respondents have friendship with the members of their own section as well as members of other sections.

It has been observed that a person having a lower formally status may have a much higher informal status in the work group because of his experience and long years of service in the factory. Among the sample employees 42% of the sample workers stated that those who put in hard-work have got a high status in the group, whereas 32.6% informants said that those workers who are cooperating with others have a high prestige in the group.

The data shows that the workers are favourably disposed towards their immediate officers to a surprisingly great extent. The supervisors keep good relations with operating workers as well as their superiors. Because of less hierarchy in the medium scale industry, the superiors have been maintaining direct contact with their subordinates even at the lower levels. In the Simplex Udyog, none of the sample workers reported that their relations with their superiors are 'not so good' or 'very bad'. In this factory the Assistant General Manager (Works) looks over all the sections directly and the workers in all the departments have been consulting
him regarding their problems, whether related to work or personal.

A lesser number of respondents, who comprise mostly of semi-skilled and unskilled workers, reported that their relations were 'not so good' or 'very bad' with their superiors. The reasons given by the informants for bad relations with their superiors are - 'too much aloofness', 'too much interference' and that he 'does not assign work appropriately'.

Because of lesser hierarchy in the medium scale industry, the superiors are in an advantageous position in that they are familiar with their subordinates. They tend to know the workers, even those at the lower levels, by name. The officers up to the highest level also are familiar with the names of the subordinates.

A majority of the workers thought that some workers are favourites of the superiors. The reasons received from more than half of the respondents show that the better workers are popular among the superiors, whereas flattery is also a reason for relying on some of the workers. Only 9.4% of the sample workers stated that the superiors have been supporting the subordinates of same caste. However, in one case a timekeeper has been promoted up to the position of Personnel Manager because he belongs to the same caste as well as the same region as the owner of the
company. It was clear from discussions with the employees that if any member of the group is too close with the boss, the group tends to cut him off from group activity.

The analysis of data reveals that the superiors' mode of behaviour is largely positive to work and personal relations. The responses received from the informants regarding the qualities of a good superior are - 'good behaviour and well mannered' (31.5%), 'knowledge of work' (29.9%), 'assigning task according to status' (18.5%), 'specialised and educated' (9.9%) and 'disciplined' (8.2%).

The supervisors have been spending a good deal of time in interaction with the operating workers. Most of the supervisors working in the medium scale industries are young and are less experienced in comparison to the operating workers who are much experienced. However, the supervisors have been using good behaviour and pleasing manners as a tactics to get work from them.

In the operations, the supervisor is the key communicator. He can understand the workers' problems and the operating workers interact with him frequently, in comparison to the higher authorities. So the workers freely discuss with the supervisors, and the supervisors place the workers' problem before the management.

The three important responses got from the respondents regarding the ways to get work from the
supervisors are - 'by encouraging' (39%), 'by proper guidance' (29.2%) and 'by close control' (16.8%). Only 3.3% respondents have stated that the superiors have been getting work from them by the threat of punishment. If a superior wants to get work from his subordinates, he would either encourage them or guide them properly. It is only in a small number of cases that he tries to get the desired work done by instilling fear through close control or by using force. In other words, the superiors utilise positive motivation much more than negative motivation in the medium scale industries.

The important expectations from jobs articulated by the respondents are - 'good wages' (27.2%), 'avenues of promotion' (21.2%), 'proper welfare facilities' (15.2%) and 'job security' (11.3%). The workers are not satisfied with the job due to slow promotion and dissatisfied with their jobs because of low emoluments which do not enable them to meet the needs of a comparatively large number of dependents. The sample industries, except the Bhilai Engineering Corporation Limited, have not been providing proper welfare facilities to their employees. This is why the respondents are not fully satisfied with their job conditions.

The responses of sample workers regarding the ways to perform most effectively on the job are - 'grant
additional authority in activities' and 'give more job freedom' (29.1%), 'increase the accountability for own work' (20.1%), 'assigning specific tasks enabling to become experts' (17.4%), 'give work according to post' (16.6%) and 'remove some controls during work' (13.3%).

A majority of the respondents including supervisors, foremen and skilled workers feel that they do not get credit for their work. The credit for a good piece of work done by them is often taken by the senior managers.

An overwhelming majority (78.4%) of the sample workers are getting encouragement from their superiors for the achievement of work tasks.

34.6% of the respondents stated that the superiors use their ideas and opinion very little, whereas more than one-fourth informants said that the officers use their ideas with full confidence.

As far as rumours are concerned, more than one-fourth of the respondents said that rumours about the emoluments are common in the industry. Rumours about financial position of the company and important decisions taken by the management also tend to spread among the workers. Grapevine is also operative regarding strikes, resignations of personnel and about new boss. Discussions with the employees revealed that most of the important information is leaked by the members of staff.
In the present study, more than one half of the sample workers recognised immediate officer as the leader of the group, whereas only 19.5% respondents identified some fellow workers as the leader of the group. It is evident by the analysis of the data that the immediate officers as well as intermediate officers and top officers too are recognised by the workers in the medium scale industries as the leader of the work group.

Due to less hierarchy in the medium scale industry the interaction between the lower level employees and the top level management is very frequently in comparison to the large scale industry.

An overwhelming majority (about three-fourth) of the respondents reported that the leadership has been influencing productivity in a positive way, whereas 23.3% of the sample workers stated that the leadership's influence on productivity has been both positive and negative. Thus not many informants are dissatisfied with the role of their group leader.

More than one fourth (30.6%) of the sample workers including younger supervisors and junior executives said that they are likely to stay in the present job till they get a better job. Most of these personnel are educated, having either a Bachelor's degree or diploma in Engineering; and they are also young.
The older employees are less likely to quit the present job. They are less likely to resign because their longer tenure tends to provide them with better wages and more attractive benefits.

An overwhelming majority of the informants (71.6%) reported that at present their firms had exceptionally good industrial relations; whereas only a little more than one-fourth of the respondents stated that the company did not have good industrial relations. The proportion of sample workers rating their firms as having 'good industrial relations' is higher in the white-collar samples.

The three most important reasons for good industrial relations prevailing in the medium scale industries are - 'good supervision' (23%), 'management's readiness to listen to complaints' (18%) and 'effective machinery for quick settlements of disputes' (17.9%).

On the basis of the data it may be inferred that good supervision is a must for healthy industrial relations. The workers too welcome it. The quality of supervision exercises a significant influence upon production, job satisfaction and morale. Medium scale industries seem to provide conditions that are conducive to good supervision.

Though the operating workers are dissatisfied with the emoluments, yet good supervision has contributed to
maintaining good industrial relations in the sample medium scale industries.

The three most important reasons for bad industrial relations in medium scale industries are - 'discontent with emoluments' (29.4%), 'lack of promotion chances' (25.7%) and 'lack of welfare facilities' (21.1%).

Thus, it may be concluded that most of the personnel, including operating workers and supervisors are dissatisfied with the extrinsic rewards provided by their employers.

More than one half of the sample workers are member of unions. The executives and supervisor staff including the manager, deputy manager, assistant manager, foreman, supervisor and ministerial staff have no union.

There are mainly four trade unions which have been working in the sample industries. These are INTUC, AITUC, Svantantra Employees' Union and Chhattisgarh Mukti Morcha. In all these four medium scale industries, the Chhattisgarh Mukti Morcha has been functioning but it has not been recognised by the management of any of these companies. It has also been observed that most of the workers who belong to the Chhattisgarh region are the supporters of the Chhattisgarh Mukti Morcha.

The leadership of unions in sample industries is, by and large, in the hands of those persons who are agents
of the management. The managements reward them by providing benefits.

However, the sample workers of the Simplex Udyog reported that the facilities available to them at present are due to the efforts of Late Shri Shankar Guha Neogi, the leader of the Chhattisgarh Mukti Morcha. Late Shankar Guha Neogi was by no means an agent of the management.

Committees have been formed by the leaders of the recognised unions in the Simplex Udyog and the Bhilai Wires Limited. These Committees recruit some workers in these companies. Wages are given to the workers recruited by the Committees by the unions after deduction of their commission. Therefore, it may be concluded that the union leaders are playing a negative leadership role at present in the sample industries.

A large proportion of the respondents (65.5%) reported that the office bearers of the unions have not been representing their problems properly. Due to the existence of more than one operating union in the companies the workers are divided into factional. The supporters of the recognised unions have often been benefited more in comparison to the member of non-recognised union.

More than one half of the workers denied prevalence of conflict between management and workers, but a little less than one half of the informants admitted the presence
of conflict. A large proportion of the sample workers (83%) reported that they have been taking actions such as gherao to pressurise an employer to resolve a grievance. The major issue of conflict between management and employees is better emoluments. Most of the conflicts have been resolved through collective bargaining.