CHAPTER 9

PERSONNEL AND INDUSTRIAL RELATIONS MANAGEMENT
9.1 NEED FOR PERSONNEL MANAGEMENT

Personnel management assumes importance in the light of modern challenges as are posed by changes in human values, technical demands of large corporations, increasing governmental controls, changes in the work force skill mix and pressures towards social objectives. As human beings have the inherent resistance to change and not willing to be directed by others, it is a difficult task for the management to make the employees behave in a way beneficial to the organisation. However, a systematic approach and the application of scientific principles in the management of personnel may lead to achieving efficiency in the long run, if not in the immediate future.

Personnel Management is the planning, organising, directing as controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and social objectives are accomplished \(^1\). With this in mind, this chapter is designed relating to the personnel practices prevailing in the Indian magnesite industry.
9.2 ORGANISATION SET UP OF PERSONNEL DEPARTMENT

The personnel department is headed by the personnel manager. To assist him there are two assistant personnel officers (APO), one looking after the personnel aspects relating to the administrative staff and the other for the workers of mines and factory. To assist the APO (mines and factory) a labour welfare officer (LWO) in functioning as per government regulations. Some clerks and typists are under the direct control of the personnel manager and some are under the control of APO (mines and factory). Attenders are also provided to help those staff. The organisation set up of the personnel department is given in chart 9.1

CHART 9.1 ORGANISATION STRUCTURE OF PERSONNEL DEPARTMENT

9.3. PERSONNEL OF PERSONNEL DEPARTMENT

The personnel managers of the units except one are post graduates with diploma in personnel management. In the
other unit, he is a law graduate. The APO's are also graduates with diploma in personnel management. The LWO's are graduates with specialisation in personnel management or social work. The clerks are general graduates taken afresh and trained. The APO's are liable to transfer from mines to administration and vice-versa. The clerical staff are also transferable to other functional departments.

9.4 MANPOWER PLANNING

Manpower planning is essential because, the human resources of an organisation do not remain fixed. Apart from its quantum manpower has a qualitative aspect too. With the advance of technology, this aspect has been growing an importance. Again, in a dynamic world an enterprise has to move forward, expand grow. This makes it necessary to reinforce the existing manpower more or less, at regular intervals.².

In short, manpower means, (i) the number of personnel, (ii) their physical capabilities, mental abilities and other attainments, and (iii) their attitudes to work.³. The sample units decide their manpower requirements in consideration of these aspects.

9.5 CLASSIFICATION OF MAGNESITE EMPLOYEES

The employees working in the units can be classified as given in chart 9.2
9.6 EMPLOYEES STRENGTH

The employees strength of the sample units over the period 1981-82 to 90-91 (as on 31st March of the corresponding year) is given in Table 9.1 (on the next page).

An analysis of this table reveals that in unit I, it shows an upward trend, in unit II it shows a downward trend with an exception for the year 1988-89 in which year it opened a small new mine, in unit III, it shows a clear downward trend, and in unit IV, the trend is downward except the year 1990, when it started producing a new product. In general, the trend in the industry with regard to employees strength is downward due to mechanisation of mining. This table also shows that the ratio of workers to staff in each unit is around 12:1 with small fluctuations in some years. i.e it tells that in this industry, for each staff, 10 to 12 workers are required.
### TABLE 9.1 EMPLOYEES STRENGTH OF SAMPLE UNITS (AS ON 31st MARCH OF THE YEAR)

<table>
<thead>
<tr>
<th>Years</th>
<th>UNIT I</th>
<th></th>
<th>UNIT II</th>
<th></th>
<th>UNIT III</th>
<th></th>
<th>UNIT IV</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff &amp; Officers</td>
<td>Workers</td>
<td>Total</td>
<td>Staff &amp; Officers</td>
<td>Workers</td>
<td>Total</td>
<td>Staff &amp; Officers</td>
</tr>
<tr>
<td>1981-82</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>144</td>
<td>2700</td>
<td>1844</td>
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<tr>
<td>82-83</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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<td>2563</td>
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</tr>
<tr>
<td>83-84</td>
<td>98</td>
<td>2129</td>
<td>2227</td>
<td>146</td>
<td>2336</td>
<td>2482</td>
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</tr>
<tr>
<td>84-85</td>
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<td>2207</td>
<td>142</td>
<td>2205</td>
<td>2347</td>
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</tr>
<tr>
<td>85-86</td>
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<td>215</td>
</tr>
<tr>
<td>86-87</td>
<td>158</td>
<td>2208</td>
<td>2366</td>
<td>154</td>
<td>2070</td>
<td>2224</td>
<td>213</td>
</tr>
<tr>
<td>87-88</td>
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<tr>
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<td>2403</td>
<td>158</td>
<td>2194</td>
<td>2352</td>
<td>205</td>
</tr>
</tbody>
</table>

**SOURCE:** Records of the individual units of the study

NA - Not Available.
9.7 RECRUITMENT

In the words of E.B. Flippo, recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.4.

A good recruitment policy must have two things, namely, (i) it must be made only against an established vacancy, and (ii) it must be made only when internal candidates are not available. Presently, all the units in the industry follow this policy with some exceptions under unavoidable circumstances.

The man-power requirement may be determined by conducting a study relating to the activities performed in the department with reference to job specification, job analysis, volume of work, normal capacity of the employees, etc. There are agencies such as National Productivity Council (NPC), Management consultants etc. to conduct such studies.

Only one unit of the sample had conducted such a manpower requirements study by the NPC.

When a vacancy is approved, it must be filled immediately so that the normal work will not suffer. A vacancy can be filled either by selecting a person from outside the company, or by promoting an employee within the organisation. These two methods are explained below.
9.8 SELECTION OF EMPLOYEES

Selection is the process of choosing the best one from among a number of candidates. The practice prevailing in the industry relating to the selection of employees is discussed below.

9.8.1. SELECTION OF WORKERS

The illiterates in and around the mining and factory areas personally approach the companies for employment. Also the employees of the units recommend their relatives and friends for employment. These representations through applications are maintained by the personnel department. When a need to recruit a worker arises, the personnel manager selects one from the file. A prospective worker is asked to join as a casual labour at the first instance. If his/her performance is satisfactory during the period and when a permanent vacancy arises, he/she is absorbed on probation.

Another way of recruiting a worker is to select the legal heir (if suitable) of a deceased worker as per the agreements made with labour unions.

9.8.2 SELECTION OF LINE-STAFF

According to law prevailing in India, all vacancies, except the ones which require experience, must be filled through Government employment exchanges. Hence, when
a vacancy for staff position, which does not require experience, arises, the company asks the Government employment exchange to sponsor candidates possessing the required qualifications, and the required number of persons are selected from the candidates sponsored.

In the case of candidates requiring technical skills, a skill-test is also conducted.

When a non-availability certificate is received from the employment exchange, the company proceeds to recruit persons through newspaper advertisements. The candidates are selected by a selection committee after personal interview. The selection committee will consist of the personnel manager, one member from the finance department, and a member from the department to which the candidate is to be recruited.

9.8.3 SELECTION OF OFFICERS INCLUDING EXECUTIVES

Officers require both qualification and sufficient experience. Hence, these vacancies are filled through advertisements. The competency of the candidates are assessed through skill tests and personal interview and the right person is selected.

In selecting the officers, all the units conduct selection tests. The test is conducted internally by the department to which the recruitment is to be made. It must
be noted that in both the skill test and interview, for all positions, prime importance is given to test the knowledge of the candidate in the field to which he is to be recruited. Importance is not given to test the aptitude, initiative, interest, behaviour, etc. of the candidates. One unit in the industry recruits for higher positions by 'RIDING'.

In a government undertaking, higher positions like General Manager, Head of Departments, etc. are sometimes filled through deputation from Government departments.

One unit believes in selecting freshers only because, (i) it helps solve unemployment problem; (ii) pucca training can be given to them; (iii) they can be meant according to the requirements of the company; and (iv) expenses (salary) will be less.

Hence, this unit conducts campus interview to select efficient freshers. It has in the recent past conducted campus interview in Indian Institute of Technology, Madras to select two engineering graduates and in the Madras School of Social Work, Madras to select a labour welfare officer. The selection tests are conducted with question papers prepared by experts from outside. In short, this unit is following scientific method of personnel selection.
9.9 PROBATION

The new appointee is placed on probation, usually for a period of 2 years, which is likely to be extended by one more year. If the performance of the probationer is satisfactory, he is absorbed in the regular vacancy, otherwise relieved.

9.10 APPRENTICES

There are two kinds of apprentices in this industry. They are (i) Act apprentices, and (ii) Company apprentices.

9.10.1 ACT APPRENTICE

According to the provisions of Apprenticeship Act, for every seven worker(technical), one apprentice must be engaged by every company. Such apprentice is called 'Act Apprentice'. The Act does not provide for engagement of apprentices in the non-technical grade.

The Act prescribes the following stipend to be given to various grades of apprentices.

i) ITI holders : Rs. 500/per month.
ii) Diploma holders : Rs. 700/per month.
iii) Engineering graduates : Rs. 1000/per month.
Fifty percent of this amount is met by the government and the balance is borne by the company. The apprenticeship training is for one year. The apprenticeship training does not guarantee any job opportunity in the same company.

9.10.2 COMPANY APPRENTICE

The company may employ its own apprentices called 'Company Apprentices' for technical jobs. They are paid a consolidated salary during the training. The training period is usually for 2 years. After the successful completion of the apprenticeship training, he is absorbed in the permanent vacancy and paid the regular salary. Usually, efficient 'Act apprentices' are taken as 'Company apprentices'.

9.11. TRAINING AND DEVELOPMENT

Optimum utilisation of human resources is possible through proper training and development. In line with this thinking, training is provided to the employees under the following circumstances:

i) freshers taking up appointment in the organisation on various positions,

ii) existing personnel when required to take up new positions on account of transfer or promotion.
iii) whenever a change in technology or method of working is contemplated.

iv) as a measure to integrate the work force at all levels, and,

v) to prepare executives for higher levels of responsibility when they demonstrate that potential.

These training programmes will vary in content and period.

9.11.1 TRAINING FOR NEW ENTRANTS

The new entrants to the organisation are given induction training for a week to inform them about the company, his duties and responsibilities, personnel policies and other systems and procedure adopted in the company, etc.

As the number of candidates appointed at a time is very less, they take training from higher officials by way of oral conversation and going through the files relating to their jobs.

9.11.2 TRAINING FOR PROBATIONERS

The probationers are given training in all the functional areas of the company and intensive training is given in the area to which he was appointed.
9.11.3 REFRESHER TRAINING

The existing employees are given refresher training to improve their performance and achieve efficiency. This training is given mainly in the production and maintenance departments.

Further, when a change is introduced in the organisation or a new equipment is added, the concerned persons are given training internally or externally. Sometimes, experts from outside like productivity council, suppliers of equipments, etc., are invited to the company to give such training.

9.11.4 TRAINING FOR OFFICERS AND EXECUTIVES

Executives are given training on all functional areas. Usually for a period of one month. For instance, the sales executive, whose functions are purely non-technical, will be given training in production, materials, finance, mining, etc. This helps the executives to have an overall idea about the various functions of the company and the relative merits and demerits of each function.

9.11.5 SPONSORED DEVELOPMENT PROGRAMMES

The executives and officers are sponsored for training in management and other skills such as cost
reduction, productivity, quality control, industrial relations, etc. conducted by reputed institutions. There is no rigid rule with regard to the sponsoring of officers except the consideration of the benefits to the company from such training.

In one unit the quality control manager was sponsored to a 'Total Quality Management' course (for one week) conducted by the National Productivity Council. In another unit, the personnel manager attended a course on 'Industrial Relations' (for 2 days) conducted by Indian Institute of Management, Calcutta.

9.11.6 SUCCESSION PLANNING

Under 'Succession Plan', every executive prepares his immediate subordinate to come on a par with him. This helps the units to get all the works done even if the executive is away for some time.

9.11.7 TASK-SETTING AND SKILL-GAP-FILLING

Under this scheme, 'task' is set for each job and employee. For example, if a dozer operator has to work 40 hours per week on the dozer, it is his duty to see that the dozer is operated for 40 hours every week. If not so, the causes are analysed and suitable measures are taken.
If the employee has not achieved the targeted result, it is called 'skill-gap'. It has to be bridged by suitable measures. Only one unit follows this scheme of 'Task-setting and skill-gap filling'.

9.12 TRAINING FOR MINE WORKERS

The mines workers, both new and existing, are trained according to the Mines Vocational Training Rules 1966. The contents and the period of the training are as provided by the rules.

9.12.1 TRAINING THROUGH VOCATIONAL TRAINING (V.T) CENTRE FOR NEW WORKERS.

Every new mine worker is given a basic training for 24 days. He is given off-the-job training for 12 days, in which he is informed about the nature of his work, the hazards involved in his work, how to avoid them, first aid, safety measures, the nature of the company and its products, conditions of employment etc., He is also given on-the-job training for 12 days where he learns how to do the work efficiently.

Since the teacher of this training is a co-worker, the workers feel free enough to clear their doubts and a good report is established between them.
9.10.2 REFRESHER TRAINING THROUGH V.T CENTRE

The existing workers are given refresher training once in five years. Refresher training is given to enrich the workers with the new improvements in operations and to achieve maximum efficiency. This training benefits the employees like operators, blasters, welders, etc.

Refresher training is given by the respective experts either of the same department or from outside.

The duration of various refresher courses are given in Appendix 9.1.

V.T centres are functioning in all the sample units.

9.12.3 SPECIAL TRAINING THROUGH V.T CENTRE

When a new equipment is added or when a new explosive is introduced, supervisors, maistries, blasters, mining mates, foremen etc. are given special training to make them aware as how to use the machine or the explosive, as the case may be.

9.12.4 CAREER DEVELOPMENT COURSES

The career development courses provide opportunities for personal development of the workers. The training programmes prepare the interested workers for the
examinations conducted by Director General of Mining Safety (DGMS), Dhanbad. If they get through in the examinations, their positions are changed suitably.

9.13 TRANSFER

The transfer policies adopted in the sample units are on the following basis:

i) to make use of the services of a person in one position being found suitable to another position by virtue of his capabilities.

ii) to utilise the efficiency of a person to meet the job requirements.

iii) to provide balanced manpower in the various departments; and

iv) as a punishment.

As far as the staff and workers are concerned, the transfers are inter-departmental and intra-departmental. Such type of transfers take place frequently in all the units. There is no instance of transfers as punishment in any of the units. Transfers are not periodically effected to facilitate job rotation but done as per the requirements.
9.14 PROMOTION

Promotion refers to the shifting of an employee from one level to the next higher level in the management hierarchy. There are two methods of promotion, namely,

i) Promotion based on efficiency; and

ii) Time-bound promotion.

9.12.1 PROMOTION BASED ON EFFICIENCY

When vacancies arise, the efficient employees in the lower levels are promoted to the vacant positions. Only when suitable and efficient employees are not available, outsiders are recruited. The units always follow the principle of filling up vacancies only from within when suitable hands are available.

In promoting an employee, the managements ensure that the promotion does not disappoint others; rather it induces others for higher performance.

In two units, the promotional policy for officers and executives is very clear. It is not how much a person is nice but what he has contributed to the company. Promotion is decided purely on performance and merit. If a person proves his efficiency and contributes considerably, he is sure to get his promotion.
For instance, an assistant, Materials Manager who had put in just two years of service in that unit, was promoted to the post of Materials Manager as he was responsible for bringing the stores stock level from Rs.3 crores to Rs.2 crores by implementing proper inventory control techniques, thereby saving around Rs.15 lakhs per year.

Similarly, in another unit, an AGM, who was in charge of production, was promoted as GM within a short span of 4 years since he controlled the wastes in the production department which saved nearly Rs. 1 lakh every month.

In the same unit, the manufacturing services manager was responsible to redesign kiln which resulted in a considerable savings of fuel cost and improved the quality of DBM and hence was promoted as AGM.

These promotions, no doubt, have motivated the other employees of the companies to improve their performance.

Also, it must be mentioned at this stage that in some units vacancies exist for long periods, which remain unfilled either by promotion or by direct recruitment for the reasons best known to the managements. This is due to the absence of clear recruitment and promotional policies.
9.14.2 TIME - BOUND PROMOTION

Time-bound promotional policy is not followed in any of the units as it provides no opportunity to correct the inefficient employees and also demotivates efficient employees.

In the government controlled undertakings the promotion or re-designation and pay revision take place as and when it is revised by the respective Governments.

But however, the employees of these companies frequently approach the managements for promotions. For instance, in one unit, as per the demands of unions, all workers and line-staff with six years of service excluding the company apprenticeship period, were promoted in 1989. In the same unit, all the workers with six years of service including the apprenticeship period were promoted in 1991. This shows that this unit has no clear cut promotional policy, but has to act to the pressures of labour unions.

9.15 PERFORMANCE APPRAISAL

Appraising the performance of an employee is very much essential to get the best out of him. However, this aspect has not been given much importance by these units.
In all the units, the overall performance of the employee is appraised through the traditional method of 'Confidential Report'. At the end of each year, the immediate supervisor prepares the report about the performance of his subordinates.

Annual Confidential Reports (ACR) for workers (mines and factory) are maintained by the concerned section supervisors, for the staff below the level of officers by the personnel manager and by the chief executive for the officers and executives.

ACR are reviewed at the end of each year and suitable measures are taken. In one unit the annual increments to employees are sanctioned, only on the basis of ACR.

9.16 EMPLOYEE COMPENSATION

In the words of Edwin B.Flippo, "the function of compensation is defined as the adequate and equitable remuneration of personnel for their contributions to organisational objectives." But the term 'compensation' is used in the Work-men's Compensation Act 1924 to mean the payment of compensation to employees for death or disablement in course of work. In this report, the term compensation is used to mean "paying the employees for their services".
The practices prevailing in the industry to fix wages and salaries is explained.

9.16.1 WAGES TO WORKMEN

Wages to workmen are settled once in four years collectively by the three units of Salem. Representatives from the managements of all the three units and the representatives of their trade unions finalise the wage structure. The last settlement came into force from 1.12.89. The minimum earnings of a worker in these units is stated to be not less than Rs. 2,300/- per month. The wage structure in force is given in Appendix 9.2.A.

The other unit has introduced piece rate wage system to its workers. However, basic wage rates are finalised by the representatives of the management and the union representatives once in three years. The latest settlement in this came into effect from 1.11.89. The minimum earnings of a worker in this unit is stated to be Rs. 2,786/- per month. The rates in force for the mines workers under this piece-rate system are given in Appendix 9.2.B.

9.16.2 SALARY TO STAFF AND OFFICERS

In the case of the government controlled units, salary structure for the staff and officers are as fixed by the respective governments based on the pay commission
reports. In this case, as the basic salary in fixed by the Government, there are instances where a staff getting less salary than the workers working in the same unit. This creates dissatisfaction among the staff.

The salary structure for staff and officers of these units in force is given Appendix 9.2.C.

In the case of other units, after the settlement of wages for workmen, the managements revise the salary structure for their staff and officers. In finalising this structure, the managements ensure that the minimum earnings of staff is not less than that of a worker. This has improved the morale of the staff of these units. However, these units are not willing to disclose this salary structure.

9.17 TRADE UNIONS

A trade union or labour union is an organisation of workers formed to promote, protect and improve through collective action, the social, economic and political interests of its members. The dominant interest with which the union is concerned is economic. In India, the Trade Unions Act 1926 regulates the labour unions associated with business and industry.
Each trade union functioning in the sample units is backed by a political party. This is because, the workers believe that only then, they will get more bargaining power. Usually, the president and secretary of these unions are the politicians. All the units of the study have various trade unions as given in the respective company profile.

Though the objectives and approaches of the political parties by which these trade unions are backed, are different, the major objective of all these trade unions in unique and it is to get more benefits to its members.

9.18 COLLECTIVE BARGAINING

In the modern industrial society, disputes are common between the employer and employees due to conflicting interests of the two. These disputes can be amicably settled through collective bargaining. Collective bargaining is used in the Indian magnesite industry mainly to settle annual bonus issues and wage revisions.

9.19 WELFARE FACILITIES

Employee's welfare facilities include those measures which provide facilities and services that lead to happiness of employees. Labour welfare measures shall not be complete if the social security measures are not fulfilled.
All the sample units provide both statutory and non-statutory welfare measures to their employees. The statutory welfare measures include, guaranteed minimum wages, production linked bonus, gratuity, leave facilities, medical facilities etc. The non-statutory welfare measures include subsidised canteen, co-operative stores, group insurance, family benefit fund, free transport, employment to the legal heir of an employee who dies or becomes permanently disabled while in service, etc.

These welfare facilities can be classified into (i) facilities available to the employees of a particular unit and (ii) facilities available to the employees of two or more units with some modifications. The details of those welfare facilities are given in Appendix 9.3.

9.20 EMPLOYEES GRIEVANCES REDRESSAL.

According to J.M.Jucies, a grievance is any discontent or dissatisfaction whether expressed or not, whether valid or not, arising out of anything with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable. It is learnt that no employee from top to bottom is without a grievance. Grievances are usually on the working conditions, transfers, promotions, work loads, increments, sanctioning of leave etc.
The grievance redressal procedure followed in all the sample units is an unwritten one and it is as explained below:

When an employee feels aggrieved, he approaches his immediate supervisor for redressal. If the supervisor does not redress the grievance within a reasonable time (there is no prescribed time limit) he may approach the next line supervisor either individually (personally) or through his union. If he is still not satisfied with the response of the supervisor, he can approach his head of the department or the personnel manager. These managers will interfere in the matter and take possible steps to redress the grievance.

The labour unions are not interested in redressing the grievances by the employees themselves because, in their opinion,

(i) when an employee individually approaches the management for the redressal of his grievance, the management either threatens him or tries to convince him instead of taking appropriate measures, and

(ii) the unions will lose their significance among its members and this will result in the loss of faith and importance of unions.

The trade unions want participation to be a right conferred not on the workers but on unions. Yes, it is true
in the Indian magnesite industry also. The personnel managers of all the units opine that the grievances redressal procedures are not successful in India only because of the union attitudes.

Usually the grievances of individual employees redressed are not recorded. But when more employees have the same kind of grievance, the management and the union representatives collectively discuss the grievance and reach an agreement which is recorded, signed by both the parties and implemented.

9.21 DISCIPLINARY ACTION

The term disciplinary action is confined to the application of penalties that lead to an inhibition of undesired behaviour. A desired behaviour of employees is very much essential for the smooth functioning of an industrial undertaking. How discipline is ensured in the sample units is explained below:

A ‘Code of conduct’ for the workers employed in mines and factory of the individual units, is provided by the Certified Standing Orders under the Industrial Employment (Standing Orders) Act 1946. The ‘Code of conduct’ for the staff of every unit is given by the Employment Rules as decided by the management.
All the sample units have both the documents separately applicable to their employees.

These regulations provide as to how an employee must behave and conduct himself inside the premises of the company. They also provide in detail for the various offenses and the corresponding punishments. To correct an offended employee, the disciplinary procedure passes through the following stages, namely, counseling, written memo, warning memo, charge sheet and domestic enquiry. On the basis of the outcome of the domestic enquiry conducted by the personnel manager or an external expert, the offended employee is given punishment, minor or discharge, as provided in the code of conduct.

'Discharge' is the most severe penalty that an organisation can give and constitutes 'industrial capital punishment'. An employee is liable to be discharged when he commits gross misconduct repeatedly.

The dismissal of the employee affects not only the person concerned but also his family. Hence before discharging him, on compassionate grounds, he is given a final opportunity, to realise his mistakes and correct himself. If he fails to correct himself at this stage also, the dismissal is confirmed and hence relieved.
9.22 SUGGESTION SCHEME

The basic purpose of suggestions scheme is to stimulate creative thinking among the employees. Suggestion schemes are available in all the sample units.

The suggestion must be to do a job easily, quickly and efficiently or to save time and input in operations or to improve the quality of output or to increase production, or sales or profits or to reduce cost. The suggestions proposed are analysed by a committee periodically and when a suggestion is accepted, the suggestee will be rewarded suitably.

However, in the opinion of the personnel executives the scheme is not that much successful in these units, inspite of attractive rewards for the accepted suggestions.

"No Government can enforce true participation; one can not legislate on something that is purely voluntary" 9 It is true that the interest to participate must start from within voluntarily. The success of personnel management lies in inducing the employees to participate voluntarily in the activities of the company.

9.23 MOTIVATION

Every employee must plan today of his tomorrow's work. This may be possible by creating an interest in the minds of the employees through motivation.
The Indian magnesite industry has extended many facilities to motivate its employees. The measures include the various welfare facilities, fringe benefits, attractive wages and salary, production linked bonus, out of campus activities such as annual sports, recreational activities, human approach towards employees, promotion from within etc.

One chief executive stated that the management's human approach towards its employees has motivated them. Another chief executive stated that their 'openness' with employees has motivated their employees.

All the personnel executives opine that the Indian magnesite workers are becoming knowledgeable and hence it is very difficult to motivate them by simple measure. However, motivational measures must be continuously exercised to motivate the Indian magnesite workers.

9.24 INDUSTRIAL RELATIONS

In general, the relationship between the management and the employees, in all the sample units is cordial and satisfactory. However, strikes and 'go slow' tactics are not uncommon in the industry.

The trade unions adopt 'go-slow' tactics during annual bonus talks which prolong for nearly one month. The
reason for prolonging of bonus talks for nearly one month is the existence of multiple trade unions. When one union accepts the offer of management, the other union refuses it.

However, the bonus issue, in one unit, is settled within two or three days as there is only one labour union. These facts validate the principle of 'One company - One union'.
REFERENCES


3. ibid, P.51.

4. ibid, P.53.


