Chapter 11

Hypothesis-wise Summary,
Conclusion and Recommendations
of the Study
Hypothesis wise Summary, Conclusions and Recommendations of the study

(Hypothesis 1): Civic services extended by Parbhani Municipal Council are not sufficient.

This hypothesis has been tested by collecting the data from citizens of Parbhani city. The topic is discussed in chapter 5 entitled ‘Civic Services Provided by PMC at a Glance.’ The important civic services such as Water supply, Sanitation services, etc. were studies and the findings are as under;

Water Supply

Water is the basic need of public and primary duty of municipality, hence the Secondary data is collected from published news from news papers and shown in Photo no. 5.1 and 5.2. Primary data have also been collected from the public as to whether they receive sufficient water or not. It is assumed that at least 75% respondents should be satisfied with this service. The data is presented in the table 5.1. It is present graphically here in chart 11.1.

Conclusion

It is disclosed that only 12% respondents from citizens can get fresh water regularly. 41% can’t get water regularly but get sufficient water. 28% respondents rarely receive water and 6.40% respondents never receive the fresh water. If presented logically the equation of satisfaction may be as follows;

Total & Partly satisfaction = 12+42 = 54%
Least & no satisfaction = 28+12+6= 46

i.e. Dissatisfaction > 75% (Standard Criteria), Hence hypothesis that “Civic services extended by Parbhani Municipal Council are not sufficient” is proved.

The authorities informed that as per office record they can only serve 40-45 liters of water against standard of 140 liters per capita per day. The distribution of
water is improper. reason stated for improper distribution were that the valves are very old which was fitted in the rein of “Nizam” and afterwards no new valves have been fitted, even defective valves was not repaired and until the valves are not replaced and some new valves are not installed the proper distribution of water is not possible.

Sanitation services

Under section 49(2) (c) of ‘The Act of 1965’ Sanitary Services are must for the health of the citizen of the locality as well as for aesthetic conditions. This services extended by PMC has been studies and discussed in Chapter no. 5. Sweeping of all roads, 365 days a year becomes a compliance criterion. The state of Marathwada region is shown in the table number 5.2. The least percentage of roads sweeping is in the Parbhani city i.e. only 8% roads are cleaned daily, 86% roads are cleaned once in two days and remaining cleaned rarely.

The data from public were collected as to whether roads of their colony are cleaned regularly or not. The data then analyzed zone wise and presented in table 5.3. Similarly Secondary data have also been collected through news papers about sanitary conditions of the city and shown in the photo nos. 5.3 - 5.7.

Conclusion

It is disclosed that only 2.40% respondents from citizens said roads of their colony are swept daily and more 24% said it is swept irregularly but are clean. 46.40% said it is rarely cleaned and 27.20% said it is never swept.

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If presented logically the equation of satisfaction may be as follows;

Total and Partial satisfaction = 13+36 = 49
Least & not at all satisfaction = 47+29=76
i.e. Satisfaction (49) < 75%

Drains cleaning:

In Parbhani city Total Lengths of drains is 1,460 kilometres. The data from the public have been collected as to whether PMC keeps these drains clean. The data is presented in the table 5.4. In chart 11.3 data is shown graphically for reference.

The table 5.4 and chart 11.3 reveal the critical position. Only 03 respondents (2.40%) said that drains of their colony are cleaned regularly and contrary to these 92 respondents (73.60%) respondents said that the drains are cleaned very rarely or never cleaned.

If presented logically the equation of satisfaction may be as follows;

Total and Partial satisfaction = 3+30 = 33
Least & not at all satisfaction = 58+34=92
i.e. Satisfaction < 75%

hence, we can say that the hypothesis is proved that civic services provided by PMC is not satisfactory.

The condition of roads, drains and cross drains are not much satisfactory. Data from news papers are collected and shown in Photo nos. 5.8 to 5.12.
(Hypothesis 2): Procurement process is not proper; Traditional Methods are still on, instead of using modern procurement and placement techniques which assure right person for the right job.

This hypothesis has been tested by collecting the data regarding the mode of recruitment of PMC employees in different categories and different periods from amongst the PMC employees. The topic is discussed in point number 4.2.1.2: “Recruitment and Selection” in chapter 4 entitled ‘Personnel Structure and Personnel Functions in PMC.

Chart 11.4 showing the mode of recruitment of sample respondents
(Chart Based on the table 4.3)

**Conclusion**

The figures in the table 4.3 and the analysis thereof exhibits that near about 50 percent of the total respondents officers were recruited by employment agencies which is good mode of selection. This mode of selection was found in case of the appointments before 1985, but, after that period no case of recruitment through such employment agencies were found. In the case of recruitment through advertisement only eighteen respondents out of 132 (i.e. 13.64 percent) were recruited in such a way, which is second better way of recruitment after the
employment agencies, which is also negligible percentage. While looking another
two modes i.e. recruitment on compassionate ground, amazing facts have been
disclosed. In class III respondents category twenty-one (21 i.e. 33.87 percent)
respondents were recruited on this ground. In officer too 3 respondents (i.e. 21.43
percent) were recruited on this ground. It exhibits that out of 15 respondents in
retired employees’ category no respondent was recruited on compassionate
ground, by personal relation or from daily wages to permanent. Almost all the
respondents were recruited through employment agencies or in response to
advertisement, which are the most concrete mode of recruitment. On the contrary,
more respondents were recruited through employment agencies and in response to
advertisement. If measured combine the number of such respondents are fourteen
out of fifteen (i.e. 93.33 percent) were recruited by in these two modes, which was
a good trend. But, in case of other category more recruits are on other bases which
are too much reliable.

The principle of personnel management states, if any organisation wants to
prosper, it is only possible when there are skilled, suitable and competent
personnel and the proper recruitment procedure only can assure such competent
personnel in any organisation and in PMC also. By conciliation of recruitment
procedure with the efficiency of PMC personnel, it is concluded that inefficiency
of PMC is mainly on account of the inherent defect in the recruitment procedure.

**Suggestion**

It is suggested that the PMC should be keen for its personnel and should
rise from undue political influence in this basic function of personnel. PMC should
keep its, aims and objects of assuring efficient civic services to the community
instead of utilizing low profile people in the council for cheap political benefits,
which may become hindrance in the way of achieving PMC’s aims and objects. In
recruitment procedure there should be aptitude test, competency test and so on.
Proper procedure of recruitment should be adopted. If PMC itself can not do so, it
should give contract of such recruitment to private agencies. Moreover if any post falls vacant, the vacancy should be advertised. Now-a-days the trend of giving advertisement for PMC recruitment is almost vanished from PMC which may result in low profile recruitment.

(Hypothesis 3): In-service Training, and training immediately after recruitment is not conducted by the council.

Training and development of personnel is follow-up of recruitment and selection. It is duty of municipal council to train each employee properly to develop technical skills for the job for which he has been employed and also to develop him for the higher job in the organisation.

In India, the facilities for training municipal employees are limited. Among the most important institutions that impart training to municipal employees is All-India Institute of Local self-government, Bombay.

Position of Training in PMC

In-service trainings

Table 4.10 shows that the durations of the trainings were very short (table 11.1). Moreover topics for the trainings are repeated. Table 4.9 shows that Majority of officers had undergone several types of training repeatedly. Such repetition of some officers for number of time may infringe others’ opportunity of training. Out of such untrained officers, many have commented the situation and complaining about repetition of such employees in training.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Duration</th>
<th>Number of trainings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1 day to 3 days</td>
<td>10 times</td>
</tr>
<tr>
<td>2</td>
<td>4 days to 6 days</td>
<td>6 times</td>
</tr>
<tr>
<td>3</td>
<td>8 days</td>
<td>1 time</td>
</tr>
</tbody>
</table>

Source: Table 4.9 (details of training)
The data have also been collected from sample respondents as to whether they got the training or not. Data so collected have been presented in the table 4.8.

Out of total 132 respondents 86 respondents i.e. 65.15 percent are untrained. 63 respondents of respondent out of such 86 untrained (i.e. 73.25%) could not get the chance of training. If they had got the chance of training, as they are desirous for, they could have been trained. But in practice PMC does not have any system or custom to fulfil their desire which is more in favour of PMC than the trainees. Apart from in-service training, Training should also be imparted immediately after the appointment of each and every employee. Actually, training is follow up of appointment and continues till retirement. In PMC training immediately after appointment is not at all conducted for any type of post may it be technical, administrative or clerical.

![Chart 11.5 showing status of training in PMC](image)

**Suggestions**

It is suggested that PMC should arrange to train each and every employee as per the position they hold, the work they are expected to perform, the nature of skill they need etc. The training of non-technical staff is more essential, because the technical personnel, more or less, is trained in their work. Only they had to be trained is about working in conditions prevailing in municipal bodies. The administrative staff and clerical staff should be given priority in training immediately after the appointment and continuous refresher trainings.
Conclusion and Suggestions

The result about training of elected representatives easily extracted from the table 4.11. It exhibits that majority of the employees i.e. 81.8 percent respondents are in the favour of training of elected representatives. Moreover the officers and other employees opine that the councillors are main group who runs the organisation. If they don’t know the basic concepts, duties, authorities and responsibilities of the Municipal Council, it is impossible to achieve organisation’s goal and to prosper. Hence the need of training of elected representatives is essential to aware them about the basic concepts of Local Governance, duties, authorities and responsibilities of Council in favour of its people and higher government.

In practice, it is hard to train elected representatives against their will. It is therefore suggested that: as soon as the councillors are elected in municipal election, condition of an appropriate training should be put on their certificate of election. They should not be allowed to present in first meeting unless they complete such prescribed training. This training should be conducted in the supervision of state government and appropriate higher authority should be delegate to issue certificate of completion of training.

(Hypothesis 4): Morale of the personnel is low; morale building and employees motivation is not done in the council.

Motivation

The whole object of human resource management is to secure maximum performance from the employees in terms of the pre-determined objectives. The employee should be committed.

The reason for studying motivation of personnel is the desire to secure or maintain optimum performance from such employees wherever placed in the managerial hierarchy; performance is a function of the individual’s Ability Knowledge and Motivation. Mere presence of Ability and Knowledge cannot
guarantee best effort, but, Motivation is necessary which determines the effort which can reasonably be expected from an employee. For motivation proper sort of incentives are necessary. Incentives consist of two types; (i) financial incentives, and (ii) Non-financial incentives. In the light of the need hierarchy concept, a psychologist who developed a theory of motivation classifies human needs into five categories as depicted in figure 6.1.

It is necessary to have an adequate payment programme to attract and retain key people of superior calibre in the organisation. Such a programme would also stimulate such persons to improve their performance. Monetary compensation can be used to reward significant achievements made by them. The importance of base lies in that it determines may other payments such as the bonus payable and certain fringe benefits.

Although money is an important motivator of human behaviour, in terms of the need hierarchy it can help to satisfy only the “physiological” needs of the human beings. This brings into focus the importance of non-financial incentives or psychic-wages aimed at satisfying the other needs in the hierarchy. The psychological need for “safety or security” can be satisfied by the psychological climate or environment of the work place. The human being’s need for “belongingness and love” in the work situation can be met by providing appropriate interaction. In this area, participative management techniques can make a valuable contribution. Regarding Motivation the information from the sample respondents have been collected as to whether they got any prizes, rewards or appreciation certificate/letter for any good piece of work done by them. The collected data presented in the table 6.8.
Table 11.2 showing Award of Prizes or Appreciation letters to sample respondents

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Class of employees</th>
<th>Respondents got the prize or appreciation letters</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>21</td>
<td>84</td>
</tr>
<tr>
<td>Percentage</td>
<td></td>
<td>15.90%</td>
<td>63.64%</td>
</tr>
</tbody>
</table>

Source: Data collected through Questionnaire.

**Conclusion and Suggestions**

The data in Table 11.5 exhibits that almost 84.10 percent respondents could not get any reward as motivation in any form, whether monetary or otherwise and only 15.90 percent respondents could secure this honour. It will not sufficient if only few employees are motivated, but every single employee should be motivated by some way. The procurement of such employee and payment of salary and wages proves the need of that entity for the organisation. Why not then he should be utilised fully to the best of his abilities for the interest of organisational goal?

If it is accepted that only fewer employees are sincere and honest in duty, then questions arises, how idle employees can be made active and useful for the organisation? Whether such employees should be motivated by negative motivation\(^2\) i.e. punishment? Some times punishment can not be avoided. Save such juncture where it is unavoidable, punishment is not proved as useful tool to restore discipline. Moreover, MCSR and other pro-employees rules and

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\(^2\) Negative motivation refers to punishment to employees who do the breach of discipline in some way.
regulations protect the employees against any punishment on the ground of mercy of weaker section. On the other hand positive motivation has proved to be useful in many cases, and effective motivation can remove the need for punishment to employees because the positive motivation proceeds from within an individual. The motivation makes it possible not only to stop the breach of discipline, but also the fullest utilisation of employee’s capabilities to do some work can be made.

The best way for the organisations like PMC is the positive motivation, because, apart from the positive judicial protection to employees as stated earlier, there is also political protection through undue influence in PMC and imposition of punishment becomes hardly possible. In this situation there is not other way than the motivation to get work done and achieve organisational goal. The PMC should seek the chances to award some prizes and appreciation in some kind for all active employees in varied period and varied grounds and almost all employees should be praised for good work. It would be unaffordable for PMC to reward heavy monetary awards, it is not necessary, only less costly prizes even costless paper of appreciation letter is sufficient to praise and motivate any employee.

**Employees Morale**

In fact Employees moral is by product of motivation, Morale is climate prevailing among members of group, society or association. If employees in any organisation feel happy, good optimistic, they have good morale. If they feel quarrelsome, irritated, annoyed, cranky, they are of loose morale. High morale is likely to associate with superior motivation and accomplishment and low morale with frustration, discouragement. Hence, morale of employees is very important factor in the success of any organisation. The status of morale in PMC have been observed in the study and it is found that rarely some efforts are being taken by PMC in regard to boosting employees morale, rather it can be said that not at all any efforts have been taken by PMC as majority of respondents in table 6 9 informed.
If morale of the employees is high they will feel pride with the organisation and in their present position in the organisation. No matter on what position they are working. The feelings of the employees have been interrogated to the sample respondents from amongst the PMC employees that, ‘what they feel being a PMC employee’ and the data so obtained have been presented in the table 6.10.

![Chart 6.7 showing the feelings of PMC employees about their jobs](image)

**Indicators**
- A = Feel Pride
- B = Rarely feel pride
- C = No Comment
- D = Feel Ashamed

**Chart 6.7 showing the feelings of PMC employees about their jobs**

(Source: Data in table 6.10.)

**Conclusion and suggestion**

As it exhibits from the table 6.9 that majority of respondents saying that not at all any effort are taken to boost-up the morale of personnel and personality development in PMC. Further the table 6.10 and chart 6.6 reveal that the position of morale and job satisfaction in the employees is very poor. Hence there is great need of introducing some process which can assure good employees’ morale in PMC. In this connection here are some suggestions to improve the morale status in PMC.

- **Effective system of communication**
- **Financial and non-financial incentives**

These incentives include Salary and wages, Security, Working conditions, Motivation in the form of credit for work done, fair and competent leadership, opportunity, Employees benefit, social status, and worth while activity.
• **Scrutinise cause of dissatisfaction**

In this connection there should be Grievance procedure, suggestion box, open door policy and attitude, Personnel counselling, exit – interviews, Group meeting, collective bargaining.

• **Spirit of work place**

Building and work place, cleanliness, good environment appearance, Employees cabin etc. The size of office also affects the morale

• **Morale attitude survey.**

In morale attitude survey generally we have to find out what Employees think, check on effectiveness of personnel Programme, to determine training needs, find out what education and information needed by Employees, to find out what Employees like.

**Job Satisfaction**

If employees’ morale is high and they feel pride in the organisation, they will be fully satisfied with their jobs otherwise they will not be satisfied. The data in the table 6.10 above also throws light upon the job satisfaction in the PMC personnel. It was revealed that, only 56 respondents i.e. 42.42% always or some times feel pride being the PMC employees. But, 76 respondents i.e. 57.58% rarely feel some pride or are ashamed being the PMC employee! The data have been collected through the questionnaire as to whether they are satisfied about their employment in PMC. The data so collected have been presented in the table 6.11 in chapter 6. Chart 11.8 contains the summary graphically.
The data also have been collected as to whether the employees of PMC feel that their career is harmed in PMC. The data so collected is presented in the table 6.12 in chapter 6, same data in concise form presented in Chart 11.9.

**Absenteeism**

Absenteeism is another tool to find out job satisfaction among the employees. Such absenteeism may include authorised absenteeism like leave, holidays etc. In PMC especially in Kamaties they are accustom of remaining absent. Total man-days lost in absenteeism including unauthorised and authorised absence is 1,32,104 (including absenteeism 60,882 and leave 71,222) in last ten years from 1995 to 2004. Alone in Kamaties and scavengers class the absenteeism is 49,740 man-days while absence on account of leave is 34,866 man-days. The ratio of Kamaties total absenteeism and absence is 64.04%. Further in this class ratio of unauthorised absenteeism is more that leave absence i.e. (49,740:34606) i.e. 1.44:1 which clearly shows the dissatisfaction in such employees.

**Conclusion and Suggestion**

From the data in table 6.11 it is clear that only 32.58% of the total respondents are fully satisfied with their jobs and 31.82% are partly satisfied while 35.61% are not satisfied at all or not satisfied as they think that they deserve promotion. The ratio of satisfaction among the employees as indicated above is very less. In the table 6.12 it is indicated that 75% out of total respondents feel (Some times, repeatedly or always) that their career is harmed in PMC. It is a danger sign. If an employee feels that his career is harmed in the organisation where he serves, it indicates that his morale is down and he is unsatisfied of his
job. As it is said that 'job satisfaction in the employees assures organisational goal by 60 percent', it is clear that if personnel are fully satisfied with their job then the organisational goal can be achieve easily. Similarly, if PMC’s personnel’s job satisfaction status is kept in mind while designing the personnel policies, it would help achieve the organisational goals. No doubt morale building is the key of job satisfaction. In this connection the employees who are found not satisfied with their job, they must be counsel and their feelings should be observed keenly and if possible there placement should be done at proper place. Since it is not possible by PMC to give promotion to each and every employee in the council, the proper merit rating is best tool here to eradicate annoyance of those who really deserve the promotion. These employees should be asked to meet the appropriate authority and personnel department representative to discuss the problem and possible solutions, which might even mean a new job.

*(Hypothesis 5): There is no conciliation between the deliberative and executive branch of PMC.*

The system of Municipal government has been criticised mainly about the relationship between the deliberative and executive wings. A cordial relationship between the two wings of municipal government is an important factor to determine its smooth and efficient working. Deliberative wing includes elected representatives by people and executive wing includes all employees of the council. The Fig. 6.1 illustrates the component parts of deliberative and executive organs of municipal Government.

It is seen in the chapter 6 that both deliberative and executive wings are having its important in decision and polities making and the execution of such policies respectively. Further in the chapter areas of friction between these two wings have been explained.

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3 Internet, “Job Satisfaction”, @ http://www.PersonnelComfort.co.in.
The powers should be conferred upon the President of the council, and being a honourable citizen of India, the president should be made responsible and answerable for his action taken in that capacity before the State Government. If in some cases he escapes from his responsibility, a criminal case should be charged against him.

It is considered that the elected representatives should help in the official matters to the officers and other employees of PMC or at least there should not be any obstacle on behalf of councillor in the official matter. The opinion of sample respondents have been collected in this concern and presented in the table 6.1.

From the data in table 6.1 and explanation thereof it seems that majority of respondents 68 respondents i.e. 51.52 percent said that sometime or often the
councillors create obstacles in official procedures and 31 respondents clearly said that the councillor always create obstacles. It is noticed that 30 sample respondents (22.73%) hesitated to any comment about this question; perhaps they can not give positive answer, at the same time also was afraid of giving negative answers and hence did not comment. So in result it is thought that these respondents are negative in answer. In this way 30 more respondents support the negative responses by not commenting on this question. As a result 119 sample respondents
out of 132 i.e. 90.15 percent said that the councillors always or some times create obstacles in the official procedures or work. Hence, we can say that there is no conciliation between the deliberative and executive wings in the direction of organisational goal.

**Suggestion**

It is suggested that; the deliberative wing and the executive wing these two are the two wheels of one vehicle. If one thinks to run the municipality smoothly and to achieve its goals by providing efficient civic services to its citizens there should be great conciliation between the deliberative and executive class. Then and then only this desired goal is possible. Although the deliberative class is superior vide the powers vested in it by the legal enactments, yet as far as experience of work and the procedural know-how is considered, the executive wing is far ahead of deliberative class. Hence only good co-ordination among these two can serve the fruitfulness in the goal orientation. However, the executive should not be left at liberty to do-as-desire and to adopt Daftar-Shahi in work, so the proper balance should be assured.

**(Hypothesis 6):** Council personnel and public relations are not healthy. Similarly, PMC personnel have to suffer on account of bad practices and non co-operation by public.

The main goal of PMC is to insure the efficient civic services. The public relations play a very important part. As far as persons working in local bodies are concerned, “relation” would mean the behaviour which personnel adopt with the people. For the purposes of public relations of a local body, we will have to consider the mutual attitudes or way of behaviour of the elected representative of the people, the chief officer and his supporting officers including all the functionaries in the municipal council right up to the lowest level and the people them selves. Public relations are thus a bilateral function between municipal
Council personnel and the citizens. No municipal executive can afford to be indifferent to the problem of public relations.

The data of relations between PMC personnel and public have been collected. The data have been presented in the table 6.6. The Table revealed that, 52.27 percent respondents said that their relations are very good with the public and 14.39 percent said that their relations are normal. On the other hand 29.65 percent respondents said that their relations are not very good and 3.79 respondents said that their relations are bad with the public which come in contact.

![chart](image)

**Indicators**

- A = Very Good
- B = Normal
- C = Not too Good
- D = Bad

**Chart 11.11 showing opinion of sample respondents about their relations with common public**

The data in the table 6.6 shows that almost all the employees in all categories said that their relations are good or normal with the public, which is appreciable. But, in fact that the PMC employees have to suffer on account of the ill practices and non-cooperation on the part of public, as disclosed by the data in table 6.7. On account of these the employees of PMC may get frustrated. The opinions of the PMC employees have been collected as to whether they suffer on account of bad practices and behaviour of public? The data is presented in the table 6.7 which is presented here graphically in chart no. 11.12.
Indicators
A = Yes (Suffer)
B = No (Don't Suffer)
C = No comment

Chart 11.12 showing opinions of employees about non-cooperation on the part of Public
(Source: Data in table 6.6, Chapter 6)

It is observed in table 6.6 that the majority of respondents expressed that they are suffering or had suffered on account of non-cooperation and non-sense practices of common public and lack of awareness of responsibilities which they have to perform being the good citizens. The municipalities are no doubt responsible for providing civic services to its citizen residing within the municipal limits. Similarly, it is duty of citizens who are urbanites to co-operate the municipal council to achieve its objectives of performing such duties with great efficiency and perfection. The duty which municipalities are supposed to perform is harder than what the citizens are expected to perform. The people should be made aware of such duties. For example, it is duty of municipal council to keep sanitary conditions in the city; on the other hand it is duty of citizens to follow the rules, regulation and guidance of municipal council in this behalf. Secondly, it is duty of municipality to register the name of new born babies and issue the birth certificate, on the other side it is duty of citizens to approach municipal council to register the name of such infant and get the birth certificate and so on. We have already assessed the practices in respect of sanitation and garbage, where we found that a number of respondents from common people are in practice to toss
their home garbage in drain, on road and road side, in open spaces, which is a non-
sense practice their side.

The earlier of part of the hypothesis that 'the relations of PMC personnel
and the public relations are not good' is disproved by the samples respondents
from amongst PMC employees. Latter part of the hypothesis is proved that 'PMC
employees have to suffer on account of bad practices and non-cooperation from
public'. Here question arises that, on one side the employees indicated that they
are having healthy relations with the public and on the other hand same
respondents said that they have to suffer on account of ill practices and non-
cooperation by public.

**Suggestions**

It is suggested that the personnel of PMC should take the advantage of their
good relation with the public and take the endeavours for public education as to
stop ill practices by public and to ensure proper co-operation on their behalf.

Elected representatives can play a vital role in public education, but
knowing the attitudes of the elected representatives, it is still more necessary for
municipal executives to approach public and convey the policies and priorities of
the municipal council and role of public in execution of such polities if any. Good
public relations and endeavours for public education will definitely add to the
popularity of the municipal executives and may also help him to make his more
secure in the eyes of the public and their representatives.

Every visitor to municipal council's office should be properly respected.
For this reason there should be a reception counter which should be attended by a
fulltime receptionist for welcoming the visitors and guiding throughout their work.
The visitors should be dealt with courtesy. Mere courtesy can never be conducive
to good public relations. Visitor is mainly interested in prompt and just service to
his cause. Simply a person coming to a municipal office is humble and has no
influence to back him from any municipal member or politician; he should not be
treated shabbily. He is humble; by itself is an added reason as to why you should give him a sympathetic treatment and try to help him. At the same time, if a wrong cause is supported by an influence, it should not be supported.

Equity and justice has to be ensured to achieve good public relations. The attitudes of the municipal officers must inspire confidence in the public and public must feel that the legitimate grievances and demands of the people would be promptly attended to by the administration.

If there be an occasion to use one’s legitimate discretions, one should use it if any visitor visits the office to help a public cause. Some people like pleaders, newspapers reporters etc. are always in habit of making arguments. They may try to confuse and get there purpose. One should not try to argue with them instead listen to them patiently and courteously and should do only the legal things.

Representatives of newspapers, local or otherwise, should receive special attention from the municipal officers. They have an innate capacity of doing harm to an individual as well as to an organisation.

(Hypothesis 7): Relationship among the personnel itself is not sufficiently good; hence team work is not possible.

This hypothesis has been tested in chapter 6. The overview of the behaviour of officers with the workers and other subordinate employees has been taken in the study of organisational relations in PMC. In this regard the opinions of the sample respondents have been collected through the questionnaire and presented in table 6.2. The table no. 6.3 exhibits that, 94 respondents out of 117 i.e. 80. percent are fully or partly satisfied with the behaviour of their officers with them and only 23 respondents i.e. 19.66 percent are least satisfied or not at all satisfied. It can be concluded here that the position of employer and employees relations is good in PMC as a whole. However, in Kamaties category 38.46 percent respondents are wholly or partly satisfied with the behaviour of officers, but, 61. percent are least satisfied or not at all satisfied. Only in Kamaties category t
satisfaction is down. Except this category, in all other categories of sample respondents satisfaction is high.

![Chart](image)

**Indicators**
- A = Fully Satisfied
- B = Partly Satisfied
- C = Least Satisfied
- D = Not at all Satisfied

**Chart No. 11.13 showing the opinions of sample respondents about behaviour of officers with them**

Data is also been collected from officers as to whether they are satisfied with the behaviour of their subordinates as complementary to the opinions of the subordinate. In the retired employees' category 13 respondents were officers; hence these are consideration for this question. The data is presented in table 6.4 in chapter 6. The data in table 6.4 reveals that 78.57 percent officers are fully or partly satisfied with behaviour of their subordinates and 21.43 percent offices are least satisfied or not at all satisfied with behaviour of their subordinates.

In officers' category too the percentage of satisfaction is very high as far as behaviour of subordinates is concerned. However the satisfaction among subordinates is more than officers i.e. 80.34 percent against 78.57 percent.

The table 6.5 revealed that the relations among employees with each other are also satisfactory enough. In this connection 68.19 percent respondents are fully satisfied or partly satisfied and said their relations are very good or normal with colleagues. 16.67 percent respondents said they don’t keep more relations with other colleagues and mind their own job, and least satisfied with the relations with
their colleagues. However, 7.58 percent respondents were not at all having good relations with colleagues. Like dissatisfaction also exist as 16.67 percent against 68.19 percent.

![Chart No. 11.14 showing the opinions of sample respondents about relations among the employees](image)

It is found that there are very least cases of bad relations either between officers and employees or employees and employees and ignorable. Hence the hypothesis that “Relationship among the personnel itself is not sufficiently good and team work is not possible” is disproved. And it is concluded here that the relations among the personnel is may be regarded as healthy. Only the proper conciliation and boosting the sense of responsibility is needed.

(Hypothesis 8): **Manpower is not sufficient in PMC**

The hypothesis has been discussed in chapter 8. In this chapter the manpower present in the council has been critically observed with a view of its adequacy. For testing the adequacy of personnel in this connection different types of criterion have been applied for example, for calculating the adequacy of Kamaties, the criteria of Road length, drain length and like wise of Parbhani is taken as a criteria. In this chapter apart from visualising the adequacy of personnel, manpower estimation has been done for the year 2010.
Requirement of staff have been calculated after reviewing each and every post in PMC and its utility in organisation. The manpower should have to be calculated taking all aspects carefully including expenditure which have to be borne by the organisation and providing of efficient services to the citizens of Parbhani district.

It is found that clerical staff is surplus, while sanitation staff is considerably deficient. Similarly, the technical staff which is soul of organisation like PMC is also deficient.

Apart from the requirement criteria for proposing such number of personnel is also discussed in detail for the posts of clerk, Bill collectors, Food Inspectors, Junior Engineers, Water tanker Drivers and cleaners, Labours, Wiremen, Garden Staff and all conservancy staff including; Sanitary inspectors, Daroga, Peons, Kamaties, Kamatans and Scavengers.

It is observed that doctors are on fix pay that should be regularised. Doctors should be M.B.B.S. and there should be 3 doctors.

**Estimation of manpower for the year 2010**

For estimating manpower in PMC for the year 2010 simple technique has been used. In this estimation method, the growth-rate of the manpower in PMC has been taken as a base. Average yearly growth from 1952 to 2004 is calculated, the historic data about municipality have been taken into consideration as in the year 1952 when municipalities were separated from revenue and newly calculated manpower for the years 2004 is considered. First growth in no. of employees per year is calculated and then such no. of employees per year is added till 2010. It is assumed that the working circumstances will remain unchanged. Moreover the introduction of new technology in the work through desirable but not considered. It s suggested that according to the calculation made in table no. 8.3 there will be need of total 1310 number of personnel in the year 2010.
Conclusion and suggestion

It is shown in the table no. 8.2 that the personnel in the PMC is deficient, moreover the placement and posting is not proper. For example; clerks are unnecessarily appointed where there is need of Kamaties and Kamatans. A common thing observed is that there is shortage of technical staff and non technical staff is in surplus.

The plentiful deputations to any department from any department irrespective of skill, qualification, and suitability prove that during the recruitment those persons, who are deputed, were not strictly appointed specifically for their original posts. Here it is advise worthy that PMC management should realize that it is an organisation for the benefit of approximate 3,00,000 people and not for the benefit of few who are appointed only to provide them employment. During recruitment as said in the chapter 4 under ‘Recruitment and Selection’ the proper person should be recruited strictly for that particular job. More stress should be given to recruit technical personnel. Because the service that PMC has to serve require technical personnel to be efficient. The PMC also suggested that it should place and recruit new candidates as per manpower estimation here.

(Hypothesis 9): Working conditions are not good. Health facilities, good working environment, safety measures for employees and proper infrastructure are not provided in PMC.

This hypothesis has been tested in chapter 7. In chapter 7 following issues were studied’

1. Basic amenities such as clean drinking water, latrines and urinals and spittoons and ash trays.

2. Working environment including, dust and dirt, Noise etc.

3. Medical facilities such as; medical check-up, medical allowance and medical re-imbursement, compensations against injury, and
4. Infrastructure and other facilities like; Furniture and fixtures, office equipments, quarter facility, canteen, recreation and other benefits, etc.

5. Safety measures for employees in hazardous works such as; fire brigade staff and Kamaties in sanitation & health department in PMC.

**Basic Amenities**

As it exhibits from the table 7.1 that 46.56 percent of total sample respondents said that there is no arrangement of clean and potable water in the office. If such a huge percentage of respondents are stating absence of arrangement of potable water it is worrisome. Moreover, one of the officers stated that the PMC the organisation, which promises clean, potable drinking water to all citizens of Parbhani town very that organisation itself can’t provide potable water for its employees in its office! Similarly, in retired employees’ category 2 respondents said that because of dirty condition they could not use the toilets.

Out of total 118 respondents 90 respondents i.e. 76.27 percent which are considerable percentage said that there is need of spittoons in the office. It doesn’t mean that they use tobacco or ‘Pan’, but, it was in the interest of cleanliness of office premises. If spittoons are not provided the employees and visitors of officer may spit on walls and in the corners, which produces heinous filthy atmosphere and unclean walls. Hence the spittoons are necessary.

**Suggestion**

It is suggested that the proper facility of drinking water in the office and at the work place of all employees should be provided. In this concern it is advisable to affix water coolers in the main office building as well as in all branches where different sections of PMC are working. It is also suggested that the water cooler should be fixed at all such public places and entertainment places which are run and under the control of PMC.
It is noticed that the latrines and the urinals in the office are though present, but are not in clean condition. It is suggested that the officers should do the inspection of such places periodically to see cleanliness and hygienic condition.

It is also suggested to put spittoons in the office at various places, so as to assure the cleanliness of atmosphere and wall. It is also necessary according to the legal provisions.

**Working environment**

- 45.04 percent said that dust and dirt is present in the office or at the work. While 54.20 percent said that the office is clean.
- 30.53 percent complained about the presence noise pollution in the office and at the work places, while other 68.70 percent said that there is no significant noise at work.

**Conclusion and Suggestion**

In all categories of employees about 45.04 percent respondents said that they suffer on account of dust and dirt. This percentage is not ignorable as far as the basic health and capability at work is concerned. Hence, it is suggested to take care of dust, dirt and other environmental nuisance at work place. It is not only dangerous to the health of employees but also lessens the capability of workers, consequently the good quality and quantity both can be harmed.

**Medical facilities**

*Medical check-up*

A large number of employees of the total personnel in PMC work in health hazardous fields. Such as staff at garbage dumping, road sweeping, drain cleaning, garbage collecting, trenching ground, scavengers and so on. A periodical medical check-up of at least these above mentioned staff is necessary. In this regard the information about the frequency of medical check-up has been collected, which has been presented in the table 7.3 in chapter 7. Here such data is presented in graphical format for instant reference.
Out of 132 total respondents almost 101 respondents said that there medical check-up never taken place and other 18 respondents said it is rarely done. If considered combine, total 119 respondents out of 132 i.e. 90.15 percent employees had not undergone any type of medical check-up. In Kamaties alone 84.62 percent respondents never undergone check-up and two respondents rarely

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>A = performed regularly</td>
<td>04.55%</td>
</tr>
<tr>
<td>B = performed irregularly</td>
<td>05.30%</td>
</tr>
<tr>
<td>C = performed rarely</td>
<td>13.64%</td>
</tr>
<tr>
<td>D = never performed</td>
<td>76.52%</td>
</tr>
</tbody>
</table>

Chart 11. 15 showing the frequency of medical check-up of PMC employees
(Source: Data in table 7.3)

checked. From official record too it is seen that the PMC never carried out medical check-up of any employee except at the time of joining of services.

As it is said earlier in this chapter ‘Sound mind rests in sound body’. It is amazing to note that the medical check-up is absent in PMC while there are workers whose work is hazardous for their health. In such a condition where these workers handle the garbage, cleans the drains work in garbage dumps, emptying the house holds septic tanks, here the dangers of the health is always anticipated. Moreover, these workers don’t use any type of precautionary wears of special types like hand gloves, masks, etc. In this connection it will not wrong to mention that, the road sweepers who daily inhale a huge quantity of dust may catch Asthma or other such respiratory diseases. At such a time where there is danger to the health at least medical check-up of these workers must be done periodically to avoid health hazard.
Suggestions

It is suggested that PMC should carry out medical check-up of all its personnel periodically. In this respect two methods of check-up is possible. First, there should be arrangement of medical check-up camp lead by some medical officers at work place where daily PMC employees gather. Secondly, these workers should be sent to government’s general hospital for check-up. The frequency of such check-up should be classified into two different ways;

i) for workers who work in hazardous fields such as Kamaties & Kamatans, malis, trenching ground workers, workers at garbage dumps, insect collectors, anti-mosquito spraying workers, bill-collectors there should be frequent medical check-up camps after every three or six months or so.

ii) For workers who wok in the office and not perform any hazardous work, the camp or any arrangement may be once in a year.

Medical Allowances and reimbursement

As far as practice of providing medical re-imbursement or medical allowance is absent in PMC. Even in officers’ cadre, the employees have shown their frustration regarding absence of practising such important incentives to PMC employees. It is common practice to provide medical allowance or medical re-imbursement in any department – whether in central government, state government, semi-government or Private aided concerns. In private sector also very good and attractive packages are being provided. Many companies provide 100 percent medical reimbursement and many other companies provide medical allowance to workers regularly in addition to their salary or wages.

Many retired officers too said that there is provision of medical re-imbursement in PMC, if seen legally. Because same piece of civil services rules are applicable PMC, which is for state governments’ department. Then it is not justifiable not to provide such medical benefits to PMC employees. This lacuna doesn’t seem a new one. In retired employees category too zero percent employees
said that practice of providing medical reimbursement was present it exhibits from the table 7.4 above.

68.19 percent respondents said that no medical benefits are being provided in PMC and 33 respondents said that they never demanded any medical benefit because they don’t know if it exists. It is concluded here that the practice of providing medical reimbursement is absent in PMC whereas there is provision of this benefit in MCSR (1981). The situation is head worthy that if all other level of government practice the provision of medical benefits, almost all private companies also provide it, then why PMC don’t practice such provision for its employees.

Suggestions

It is suggested that, as the PMC follow other rules in respect of all other allowances same as in case of state government and semi government according to MCSR (1981), the proper attention towards the provision of medical allowances and medical reimbursement should also be given. This provision will make the personnel feel safe as far as medical problems are concerned and can help restore good, polite and devoted circumstances in PMC.

Compensation against injuries

Out of total 132 respondents only 6.82% respondents said that the compensation against injury is provided and other 4.55% respondents said it is sometimes provided. On the other hand 62.88% respondents said that it not at all exists and 25.76% respondents said that they don’t know if it exists. Hence it is concluded that the provision of compensation against injury is absent in PMC.

From the table 7.5 and analysis thereof it exhibits that more or less the practice of providing compensation to the workmen against any type of injury in absent in PMC. Being the service based organisation PMC should take care of its personnel more than other types of organisation, but the scenario is totally different.
In case of PMC it seems that there is not other measure for the employees except filing suits in the court of law for demanding compensation for their injury even after enactment of “The workmen’s compensation Act 1923”. In this connection, it will not be improper to state here that such compensation does not require any permanent disablement. A simple disablement of temporary nature at least as 3 days is sufficient to get damages against that disablement.

**Suggestion**

It is suggested that PMC should not ignore the provision of compensation for the injury to its employees. It is not only binding according to the Act mentioned above, but also it is moral duty of the employer to provide ease of compensation to the injured. Beyond stepping the legal provision the PMC should extend its hand to help the employees in such a condition.

PMC should constitute a committee for settlement of employee’s grievances and other problems like medical benefits, etc. including the provision of compensation. In absence of medical allowances, medical reimbursement and also the absence of compensation the employees may feel unsecured with the organisation. Moreover, it is not a big burden on PMC because the accidents happen casually and not daily.

**Indictors**

- A = Provided (06.82%)
- B = Some Times Provided (04.55%)
- C = Don’t Know if provided (25.76%)
- D = Never Provided (62.88%)

Chart 11.16 showing the reporting of the sample respondents regarding the compensation against injury

(Source: Data in table 7.5)
The employees are also suggested to be aware of their rights in concern with the medical benefits and compensation against injury etc. one more thing is important to remember that this compensation is possible only if (i) There is personal injury to the worker, (ii) the injury must have been caused by an accident, and (iii) the accident must have been arising out of employment and in the course of employment.

**Furniture and Fixture**

The furniture in PMC is insufficient in almost all sections of the offices. During the visits to the office at many places the visitors should have to stand before the employees as they do not have chairs to sit. The furniture which is present, that too is in the worst condition except some sections. The data collected about adequacy of furniture from sample respondents and presented in the table 7.6. Here such data is presented in the form of chart no. 11.____.

![Chart 11.17 showing information about Adequacy of furniture in PMC](chart.png)

*Chart 11.17 showing information about Adequacy of furniture in PMC*

(Source: Data in table 7.6)

It can be seen that out of 132 total respondents, 90 respondents (68.18%) reported that no adequate furniture is present in PMC, while 42 respondents (31.81%) opine that adequate furniture is present in the office.

If some one wants his office to look better and to have the good impression upon visitors, he must take care of furniture and the fixture of that office. In retired employees statement it is found that in older days, the problem of furniture of not
grave. This situation discloses that PMC did not change its furniture with the changing requirement. The furniture is not sufficient today in almost all sections in PMC. Because of lack of chairs, visitors have to stand before the table of the concerned officer or clerk.

**Suggestion**

PMC should take care of furniture as said earlier in this chapter that the furniture which is present in the officer's room is also in broken condition and requires immediate repair or replacement. After the furniture for employees, for visitors also there is a need for furniture. PMC should keep in mind the value of good furniture and should arrange good quality and sophisticated furniture for its visitors in addition to its employees. In addition to the furniture, there is a great need for other fixtures and cupboards to keep records up-to-date. For the purpose of record keeping, a file cabinet may serve the best role, because it is easy to retrieve the records from such file cabinets. If furniture and fixture are sufficient, of high quality and proper utility, the personnel will also take interest in good record maintenance. The proper fixture saves the time and energy of personnel.

**7.6: Safety provisions for employees in hazardous works**

**Fire brigade staff**

Information of the fire brigade department has been collected about the safety measures and equipments which are required and which are present or being practised. Table 7.10 in chapter 7 shows the distinction between standard and actual precautionary measures and/or equipments. The table 7.10 reveals that the four respondents including fire officer and firemen reported that the precautionary wearings are not provided to fire brigade staff although it was demanded.

It is being given known that the precautionary wearing, which the fire brigade department require, are very costly, the organisation should prefer the safety of the employees over the expenditure for such safety. PMC may be having
limited resources and may be feeling hard to maintain the standards of this department. To overcome this deficiency PMC can ask for loan or grand-in-aid to purchase the demanded precautionary item for fire brigade personnel from the Government of Maharashtra. In Parbhani on 21-3-2003 during a fire extinguishing operation two of the employees of fire brigade department got a serious injury. During the Interview they said that if fire proof uniform and other such tools and equipment were provided which they demanded time to time, perhaps this accident did not happen.

The table 7.11 reveals that there is high shortage of tools and equipments which is needed for fire brigade department. All tools and equipments what is needed are shorter than its demand and need. PMC should head towards this shortage of tools and equipment in such an important department where the question of life and death is attached with.

**Kamaties and other labours**

The opinions of the Kamaties scavengers and other labours have been collected about the precautionary measures and wearings and presented in table number 7.12 shows their opinions. The table 7.12 reveals that 57.69% reported that these wearings were demanded but not provided by PMC.

**Hypothesis 10): Organisational control is not sufficient; employees don’t follow disciplinary rules in the council.**

This hypothesis has been tested mainly in the chapter no. 9. However some in other few points also the hypothesis has been tested. In this regard following information and its analysis have been done.

1. Suitability of disciplinary actions in PMC.
2. Punishment cases such as fines, suspension etc. in PMC for last 10 years.
3. Information from the public about their bad experiences about PMC.
Suitability of disciplinary actions in PMC

Suitability of disciplinary actions or say punishments in PMC have been observed and then interrogated on the part of sample respondents from amongst the PMC employees that whether the disciplinary actions taken in PMC are suitable or otherwise. The data in this regard have been collected and presented in table 9.1 in chapter no. 9. Here it is presented graphically.

**Indicators**

<table>
<thead>
<tr>
<th>A = Most suitable</th>
<th>B = Partly suitable</th>
<th>C = Should be milder</th>
<th>D = Should be Harder</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>17</td>
<td>23</td>
<td>61</td>
</tr>
</tbody>
</table>

Chart 11.18 showing the opinion of Sample Respondents regarding suitability of disciplinary actions in PMC

(Source: Data in Table 9.1)

Conclusion and Suggestions

It is seen from the table 9.1 and the chart no. 9.1 that the largest number of respondents are in favour of the 'more strict and harder/rigorous punishment'. From such view of the respondents it is disclosed that disciplinary position in PMC is very loose and the punishment given for breach of discipline, is nominal and insufficient to assure discipline. Political influence in PMC is obstacle in the way of imposing punishment upon such persons who breach the discipline. The undue political influence in the way of discipline should be avoided. A deliberative should themselves make the disciplinary policies for the smooth running of organisation. If 61 respondents i.e. 46.21 percent telling the punishment should be more rigorous, this opinion should be property respected and consequently disciplinary policies should be adopted.
Punishment in PMC

The information about the punishments such as suspension, with holding of increments, and fines has been collected from the official records mainly monthly bills for last 10 years (from 1995 to 2004). In this regard some other records like service books, different letter and notices have also been observed. The data so collected has been presented in the table 9.2 Further punishments given in PMC have been analysed and graphically shown in the chart no. 9.3.

The table 9.2 reveals that; in last 10 years total 471 employees of PMC have been punished out of these 471 employees, 150 employees were suspended, fine was imposed up on 285 employees and increment of 36 employees were stopped which was released after lapse of some period.

There are mainly three types of punishments prevailing in PMC. First is suspension, second in the fines and third one is the stoppage of increments of the wrong doer who breaches the discipline in some way. It is also disclosed in the table that the percentage of ‘fine’ is more than other types of punishments. If the hardness of the punishment is considered the percentage of suspension is also higher i.e. 1.97 percent of total employees are suspended in an average in 10 years. In 2001 maximum no of employees (28 were suspended). In these suspensions total 7558 man-days were lost which is considerable. Fine was imposed upon 285 employees in last 10 years. Alone in 2003 fine was imposed up on 146 employees which are 15.48 percent to the total employees in the PMC. Moreover, the repetitions of such fines have also been observed from the record. Increment was stopped in
respect of 36 employees which is somewhat lesser in number as compared to suspension and fines. As a whole 471 employees were punished which are 6.18 percent in an average to the total employee in PMC. The repetitive punishment may annoy the employees and can also make them habitual of bearing such burden of punishments. Instead of this, it is suggested to boost their morale so that repeated punishments can be avoided. Building of morale and making the sense of responsibilities and duties and assurance of rights and facilities definitely make the employees well disciplined. If such punishments are not avoidable, then the process of morale building should be continuing. This will definitely result is less breach of discipline and less punishments.

Explanation Calls and Warning memos before punishment

The information about such warning, memos or show cause notices have also been collected from the employees of PMC and shown in table no. 9.3. In total 132 respondents 15 respondents are from officers and 15 respondents are from retired officers like these 30 respondents are not considered in this analysis. Out of remaining 102 respondents from Class III, IV and Kamaties, 47.00 percent said that chance is given to explain one’s side before imposing some punishment and 53.00 percent a majority are having adverse opinions.

Suggestions

It is suggested to adopt practice of informing the employees their lapses and they should be first asked to put their defending side before any types of punishment i.e. fine, suspension etc. and then and then only actions should be taken. The procedure should be transparent. This transparency will awake other employees and prevent them doing such wrongs and also the possibility of injustice with employees will be minimized.

Effective motivation can remove the need for punishment to employees. As Mooney observed, “when the labourer and boss are bound by the some common understanding of some common purpose, the discipline is on a plane that no other
form can reach. Only negative discipline can not fulfil the objective of goal seeking but the employer-employee relations should be good and harmonious. It may be pertinent to focus; Proper delegation of authority, Sense of responsibilities and feeling that he is an important element in the organisation.

(Hypothesis 11): **Trade Unions are not working properly. Union office bearers use trade union for their personal interest.**

This hypothesis has been tested in Chapter 10. In addition to stringent tests related issues also discussed.

Personnel management and trade union is closely related with each other because main focus of these two is employees. In PMC out of the total sample respondents who filled the questionnaires a large number of such employees are member of one or more union. The collected data have been shown in the table no. 10.1 in the chapter 10. The data concisely shown as follows.

- Out of 132 total respondents 65.90 percent sample respondents are member of one or more trade union.
- 13 respondents i.e. 9.84 percent are member of more than one union.
- Only 18.18 percent respondents are not a member of any union.
- 8 respondents i.e. 6.06 percent left the membership of trade union because of some reason.

Advantages and disadvantages of trade unions have been discussed in the chapter 10. Opinions of the PMC employees have been collected regarding the advantages and disadvantages of trade unions and shown in table 10.2.

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Conclusions

In the light of data in table no. 10.2 it seems that in the view of PMC employees trade unions are of importance. As it exhibits in the table that out of total 132 respondents, trade unions are very beneficial or somewhat beneficial for them and organisation in the eyes of 91 respondents i.e. 68.94 percent. A majority of respondents are in favour of existence of trade union. No doubt trade unions should be active in any organisation to protect the interest of labour or employees. Trade unions are helpful for employees to give them a feeling of freedom and that; they can raise their voice before any authority against any misbehaviour or any injustice with them. It assures the possibility of collective bargaining.

If seen the opinions of respondents in respect of trade union leaders the scenario is somewhat different. In this respect 48 respondents out of 132 i.e. 46.21 percent stated that the office bearers are selfish and not devoted to the employees’ interest. Moreover, 12 more respondents (i.e. 9.09 percent) stated that the union leaders are blackmailers. Now it is clear that PMC employees favour the trade union because of broad aim of survival of democracy can be fulfil through the unions, but disfavour the existing union leader.

Outside leadership

One of the greatest impediments to the success of the trade union movement in India is perhaps its domination by outsider leadership. For example,
a survey made in Bombay as early as in 1960 indicated that a majority of union leaders were outsiders. The reasons stated in chapter 10 are;

1. This may probably be due to shortage of finances they are thus forced to depend on honorary outsider leaders.

2. Labour legislation has become voluminous and complicated, which makes it almost impossible for semi-educated workers to have their own leaders.

3. Besides, Indian management seems to be more responsive to outsider leaders who belong to a higher class.

4. This has at time forced unions, which have competent insider leaders, to have also at least one publicly known outside figure as an officer.

The opinions of the PMC employees have been collected regarding the union leadership from outsider rather than from amongst PMC employees and presented in the table 10.3. For instant reference chart no. depending on table 10.3 has been presented here.

Chart 11.21 showing the opinions of sample respondents from PMC employees in favour or against the leadership of trade union from outside the organisation

5 The pioneer, Lucknow, 9 June 1960, p. 38

Factors Motivating to Join Trade Unions

As it is seen that a majority of employees in PMC are members of one or more unions. there should be any sound reason for joining a trade union. There are many benefits of trade unions. The workers join unions because they look Trade Union as an instrument to solve their problems. Opinions of the employees of PMC about the reason of joining trade unions by them have been collected through the questionnaire and they gave many reasons. The reasons which were predominantly advanced by the workers are show in the table 10.6.

Conclusion and Suggestions

From the table 10.6 it is seen that maximum employees i.e. 68 percent out of total 100 such respondents who have joined the union. They joined the trade union because they do not get their salaries and wages in-time. Other big reason behind the joining of union is the group demands including all such demands which are in the interest of all employees. Woking condition are also not much good as we have seen in the chapter 7 point 7.1., but, only 28 percent of the total union member respondents have joined the union for better working conditions. It is true that if the workers get their remuneration or salaries in time they will further think about the working conditions and devotion to the organisation.

Existence of trade unions symbolises the existence of democracy and the respect of workers in the eyes of employers about the rights, but, the joining of trade union for such a basic reason say in-time salary here symbolises the failure of the organisation’s administration. What ever the reason may be, the stoppage or delay of poor workers frustrates them and entice them for the prevalence of indiscipline. The PMC’s administration is advised to head towards this situation and make such an arrangement which assure in-time salary to PMC employees.

Another big reason have been shown by the respondents is the motivation or force by colleagues or say friends to join the union the percentage of such respondents is 31 percent. If think superficially it is an ordinary thing, but, it
symbolised the unity and close friendship of colleagues by which the team work is possible, hence it should be appreciated. Other unfair practices and Desire to express one-self is also is reported as the reason by 29% and 25% respectively, hence it is considerable. Other reasons are also present but those are not much significant.

**Factors preventing employees to join Trade Union**

Many people from upper-middle or upper class do not like to join trade unions as it lowers downs their personal image. Many other not joined trade union because they think leaders are not trust worthy. Apart from these reasons, there are some persons who are shy to express their views and ideas before any one.

Some union leaders are corrupt and blackmailers they have made trade union as a source of their lively hood. They always blackmail the employees and officer by showing their secrets or some wrong to open before other and get money from them. However, there are very fewer these types of persons, but, this is defiling the reputation of trade union as a whole especially in PMC. This may be also a factor to prevent some sincere employees to join trade unions. The data regarding the factors preventing to join Trade unions have been collected through questionnaire and presented in the table 10.7.

The table 10.7 and respective chart no. 10.3 disclosed that majority of respondents who did not join the trade union reported that their act of not joining union are mainly because of ‘leaders are corrupt and misuse collected subscriptions’. Second major cause shown by them is ‘union leaders are selfish and corrupt’. Third reason shown is ‘leaders threatens strike for their personal reason’ and to take personal revenge. All the above reasons reported by the respondents as a reason for no joining unions are against the leadership of unions. The success and the failure of unions are depending upon relationship between the leadership and the followers of such leadership. The unions can be powered more by selecting proper leaders. The selection of proper leader for any union is
possible by democratic method i.e. the voting for leadership. The selection of proper leadership can further increase the number of members in trade union and the democratic structure of the nation can become more powerful. The working conditions will the more better than what is today.

So the hypothesis that, the trade unions are not working properly is proved by the study up to some extent. But the latter part of hypothesis that, ‘the leaders are not devoted but use trade unions for their personal interest’ has been proved by the study.

**(Hypothesis 12): There is presence of Unfair Labour Practices in PMC.**

The Maharashtra Govt. committee on Unfair Labour Practices (July 1969) has quoted some Unfair Labour Practices which is given in chapter 10.

PMC being the local body has the different types of problems than the manufacturing or profit based industrial units. With the problems of PMC the unfair labour practices may also differ apparently. However the face and appearance of such unfair practices differ yet the gravity and the nature of such unfair practices may not be less harmful.

During study it is found that the unfair labour practices certainly exist in PMC but the face is different. Hence having all the observations and discussions, twelve unfair labour practices have been tested if they exist or not. The Unfair Labour Practices found existing.

1. (5.30%) Restraining to join the membership of unions
2. (4.55%) Oppose to trade union’s legal works
3. (21.21%) Threat of retrenchment, dismissal or suspension
4. (11.36%) Reporting absentee even after remaining present on duty.
5. (37.12%) Misappropriation in seniority list
6. (32.58%) False promotion by administration or Giving un-merited promotion
7. (3.79%) Pressure for voluntary retirement
8. (36.36%) Calling on work in or during holidays
9. (4.55%) Demand of bribe to sanction leave
10. (12.88%) Engaging worker in private work rather than official work
11. (57.58%) Deduction for installment from salary for GPF, RD and not transferring to employees respective account in the banks
12. (62.12%) Depriving other rights and injustice with other because of political influence behind some particular employees.

Conclusion and suggestions

The reporting about unfair labour practices is very unfavourable to the health of organisation. Particularly, number 12 i.e. ‘Political influence behind some particular employees causing injustice over others’ and number 11 i.e. ‘GPF and RD instalments deduction from salary but not transferring into respective employees’ account’ these two Unfair practices are reported by a large majority which should be head towards and should be reduced. Political influence more or less present in each and every department, but in case of PMC it is very high and frustrating. The deliberative class should also head towards this situation and should prevent themselves to involve in each and every matter. No doubt where it is necessary to take interest and involve they may do so in the interest of public. Secondly, the unfair practice number 11 is dangerous. As a result of this the numbers of persons saving in RD accounts have been terribly decreased to 22 from the 1260.7

Calling on the work during holidays is common in PMC this is also reported by numerous respondents. This practice should be restricted except in very important and emergency period. Moreover, the payment of overtime wages and salaries should be made to such employees to boost their morale. Misappropriation in seniority list has been also reported by 37.12 percent respondents. The list should be verified by appropriate authority with employees’ representatives combine and corrections (if any) should be made and this action should be conveyed to all PMC employees to eradicate the misunderstanding about misappropriation in seniority list.

Engaging PMC employees in officers’ personal work at their homes is also reported by certain respondents, which should be stopped. Such engagement is shortening the work force more which is already shorter than what is required.

After having observing the Unfair Labour Practices in the industries and other organisation the government of Maharashtra have enacted a legislation to prevent these Unfair Labour Practices called 'The Maharashtra Recognition of Trade Unions and Preventions of Unfair Labour Practices Act, 1971' provides for the prevention of certain unfair labour practices. According to the section 27 of "The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act, 1971" no employer or union and no employee shall engage in any unfair labour practice.\(^8\) here any person has engaged in or is engaging in any unfair labour practice, then any union or employee or any employer or any investigating officer may file a complaint before the court competent to deal with

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\(^9\) Section 27 of "The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act, 1971"
such complaint. Under Sec 4 of this Act the Industrial Court, Labour Court and Investigating Officer are the different appropriate authorities.

(Hypothesis 13): Financial shortage in the Municipality is due to corrupt practices of tax collectors.

The hypothesis mentioned above has been tested in chapter 3 under point no. 3.10: Municipal Resources Generation. The data about the corrupt practices by PMC personnel have been collected from the public who came in contact with them. The data so collected have been analysed and presented in the table 3.3. The table 3.3 disclosed that;

- 23.20% respondents said that bribe was demanded by PMC employees but they have not given.
- 22.40% respondents said that the bribe was demanded and they have given bribe to PMC employees for doing some work.

If tax collection staff in PMC endeavour in the interest of organisation the collection of tax dues from citizens who are defaulters will increase considerably. Not only the limited cause of flourishing of PMC will be assured on account of stoppage of such an evil practice of accepting bribe against not payment of dues, but, if the majority of citizens of India stop such practice, our nation will prosper, moreover it is an immoral practice too.

Suggestion

It would be next step to make policies to stop this wrong practice. Firstly, there should be strict watch upon such doubtful staffs. Secondly and more important, the moral education should be imparted to PMC staff in seminars, symposiums and training lectures. In these programmes lectures of eminent and thinkers should be arranged and PMC personnel should be acquainted with;

(i) that, the interest of nation lies in their good moral;
(ii) that, the goals of PMC and how PMC can prosper on the part of their commitment of duty and responsibilities.
(iii) That, it is also a social wrong to accept bribe for any work which lies in his duty. It is criminal wrong as well and there is always threat of trapping and punishment by which not only service will be affected but, also the respect in society will also be low down by defamation on account of such trapping.

(iv) All employees each year at the juncture of Independence Day should swear that they will not accept bribe and will keep their moral values alive which is a part of our rich culture.