CONCLUSIONS AND RECOMMENDATIONS

5.1. Background

Industrialization in India has passed through different phases from license Raj and controlled economy to free a market economy. Globalization, liberalization and privatization have brought new market imperatives. The consumer has a wide range of choices and is very knowledgeable today. The consumer looks for quality and value for money. In this day and the single biggest challenge facing all the companies is to harness the collective energies of those who work on the shop floor or the office-floor.

In view of the Industrial Relations study conducted, the researcher finds that while there are glimpses of good work happening in some of the companies in the field of IR in the Indian industry, yet largely a focused and sustained approach to IR is missing in most of the companies. While by and large each party to IR agrees that smooth productive IR is the key to business success in any industry, yet a structured proactive approach and required investment in terms of time and resources is very much deficient to the extent needed. IR is a process of building sustained relationship among the parties than being treated as an event or activity. IR needs to be seen as a way of life for those
who need to deal with it. This may lead to increased sense of ownership among its actors than treating it as a part time job. A part time worker will despite of its best efforts may lack the sustained loyalty to the job primarily due to the very nature of a temporary job and similarly, lack of longevity / lack of sustained focus applies to IR. Most times, trust among the parties is conditional, and issue based. Structured communication among the parties and peace time connect is missing in big way. Involvement of employees’ families and local community is much desired. Commitment to build smooth IR is talked more than practiced on the floor. Right resourcing and IR capability of professionals needs huge improvement. Union leaders’ perspective and leadership capability building needs equal focus.

5.2. Conclusions

In light of the above points, factual data based analysis observations and the insights received during focused group discussions as well as one on one discussion with employees by the researcher, following conclusions have been drawn:

1. Employment of contract labor is the norm of the day across all the companies studied by the researcher. This is irrespective of the nature of work of the company. The contract labor is deployed rampantly across most of the sections. Even employing them in core and noncore has also lost its relevance. In most of the cases the ratio between contract labour and regular workmen is 70:30, which is very glaring from IR perspective. The similar ratio rather
even more glaring is reflected in comparison to their salaries with their counterparts who are on the company rolls. A company’s IR scenario and its business performance would largely be determined how the company manages this unorganized workforce. This workforce is very vulnerable as they are exploited not only by their immediate employer but also by regular workmen as they serve to them as a support to carry out their day-to-day work. This lot of workforce remains largely unrepresented, which leaves a lot to be desired with respect to their working conditions, wages, training and Redressal of their grievances. As of today it’s the most neglected lot on the shop floor and seen by employer as cheap labor to cut on worker cost, engaging them as per the requirements of production as per the demand, workers and unions give them a lip service to just keep them on their side and archaic labour laws hardly support them. In fact lots of exploitation is happening under the guise of these old labour laws. Considering the size of this huge chunk of labour force and their impact on running the Indian business, it’s a ticking time bomb in IR, ready to explode at any time.

2. Social Media is playing a large role in the current industrial workers. Approx. 98% of the work force is using the social media and interacts among them frequently by using this. Rapid information exchange across companies, sharing of relevant information, seeking and lending support through this media is quick and fast. Many of the workers and management staff are linked and share
common interests and information. While its good to have technology savvy workforce who are more adaptable to changing business requirements, its also imperative to note that the same workforce when not engaged and used productively can create unrest by letting out their emotions and feelings and anguish to the external world and also damage the company’s reputation.

3. None of the surveyed companies have a written down formal IR policy in their companies. As a result IR is treated as an activity as and when some urgency is created due to a specific situation, and in such circumstances IR decisions are taken basis the situation depending upon the wisdom of the person in that situation than following some written down guidelines. IR is being reactive. In most of the companies, peacetime focus to IR is missing drastically. While rest of the functions finds adequate time on the agenda of top management, IR finds no place. While in some of the companies HR and Manufacturing team partnership was very encouraging at the same time in few of the companies the divide between the two was also very open and IR nuances in these companies are very scary. In the companies surveyed by the researcher however, it was evident that there was continuous dialogue between the union and management on progressive issues centering on implementation of change.

4. Investment flexibility is the key for the success of any business. From researcher’s point of view Investment flexibility means
company’s ability to invest in business in the form of setting up new lines/machines, up-gradation of existing machinery for better performance and effective utilization of the company’s assets. This investment sets the direction for the business to grow and flourish. However while planning and implementing investment, it also means removing the old unviable machines/ lines. While unions are ok having new lines in, removing of some old lines, shifting and redeployment of manning, flexibility in utilization of resources is in big question across the companies which poses a big challenge to the prosperity of the company, hence poses a big IR challenge. However, in the companies the researcher surveyed, there was a marked tendency to engage in meaningful dialogue for resolution of such instances at an early stage.

5. India is a diverse country, where more than 300 languages are spoken and people follow different religions, which constitutes for huge cultural diversity in this country. Manpower coming from different parts of the country contributes to a very diverse workforce. However there is another angle to the diverse workforce and that is gender diversity. In India women workforce accounts for a mere 22%, as reported in the Times of India, Rema Nagarajan, Nov 29, 2013. It was a revelation to see hardly any gender diversity in the companies in the shop floor workforce. Although there are few companies in India, which employ women workforce, however in the surveyed companies there were hardly any women employees on the shop floor. This female workforce has her own
social, economic and political aspirations, issues, and concerns. And has its own impact on the Industrial Relations.

6. IR does not find time on the top management agenda unless there is some crisis or a Long Term Settlement is due with the Union and it’s in a critical stage, which can impact the operations. IR is considered as an operational issue and is not one of strategic importance as of date.

7. New generation of workmen have very high aspirations, expect good quality of life, comparable to any other more qualified and competent employees of the company in the management cadre. They are not patient enough to earn the right to better terms and conditions of employment but rather expect immediate results.

8. Indian Labour laws by and large restrict business flexibility with respect hiring and exiting workforce. The laws strictly regulate working conditions of workers and at times are highly restrictive in promoting change.

9. IR is the least preferred career among the younger professionals right from the business school stage. Some of them come for an exposure but do not want to pursue a career in IR. Primary reason offered by the young professional, is hard factory life, which keeps them away from the more cushy and glamorous roles, and at the same time they have a perception of slow career growth in IR. As a
result there is scarcity of IR talent in industry resulting in poor capacity and capability of IR talent.

10. Slower growth of manufacturing sector has put lots of stress on the sector. Business opportunities and expansions have slowed down and that has added to the cost pressures impacting IR dynamics.

11. It was found during the guided and focus group discussion that none of the surveyed companies have a formal grievance handling system in place. It reflects the kind of focus IR is receiving in these companies. All these slow simmering issues if not addressed in a proactive manner can lead to bigger IR problems, which sometimes management teams find it hard to deal with at a later stage.

12. Despite the fact that the number of industrial disputes have gone down dramatically over the past 10 years the number of days lost has increased signifying a sustaining power on part of the workmen to carry on with the agitation. Resurgence of IR in Indian industry is evident with so many violent agitations across the country. Many of the companies which have experienced violent agitations, strikes and go slow namely – Bajaj, Nokia, Toyota, Hyundai and above all Maruti workers’ violent agitation has become the national news and raised huge Industrial Relations concerns among in companies.

13. In many cases companies have a myopic view on IR. For some IR is still considered topic not to be discussed in a transparent manner. Forget the union and the workmen even people in the management
cadre who are primarily responsible to manage Industrial Relations to run the business smoothly are not so open to discuss this issue. While they are willing to discuss IR in general from a helicopter point of view but not many of them feel comfortable to share the information on the current state of IR in their respective companies. There are stage managed PPTs on the work of IR than a real good quality fulltime work on the IR. Quite a few of the companies are not even ready to talk and allow someone to interact with their workmen and union about IR. This may lead to nothing but postponing the inevitable and that may hit you one day with no time to react.

14. International boundaries are blurring: the world has become truly a global village with easy access to anything / everything to everyone. Economic growth or de-growth in any country has far reaching impact on the other countries.

15. International Unions interference with India unions is becoming common. While many Indian companies are becoming MNC’s and overseas MNC’s have set up shops in India so are the labour unions. IUF for that matter operating from its international office in Europe is very active and have established links with many Food, Hotel and Beverage companies in India. As a result they are globalizing Indian labour issues, representing them in global forums to support their cause.
Therefore Industrial Relations need a sustained focus by way of having a structured approach to IR, right resourcing and IR capability of the team members. Employees’ and local community involvement, labour laws reforms especially change of some of the archaic labour laws to the present scenario and robust implementation of labour laws across the industry is the need of the hour.

5.3. **Recommendations**

Based on the scientifically drawn conclusions and subsequent brainstorming sessions with the renowned experts in the field, the researcher proposes the following recommendations:

1. **Industrial Relations Policy**

   It’s imperative for any company to have formal written down IR policy for the organization. A policy is a statement of intent, and is implemented as a procedure or protocol. A policy may also refer to the process of making important organizational decisions and in this case, it refers to IR protocols and decisions. This would bring in structured proactive thinking and commitment to IR. This policy should be a bible to follow the IR guiding principles governing the relationship between the management, union, employees and other key stake holders to IR. The policy also needs to be duly signed by the Head of the organization and must be formally communicated
to the union and Employees and must remain displayed on the prominent places like conference room, HR Manager and Factory Manager's offices and Union Office; as a ready reminder. Formal communication and display of IR policy will ensure increased commitment to IR and following the laid down IR guiding principles for the management as well as to the Union and for rest of the employees. This would also serve as a guiding force for any new members joining the team, be it in the management cadre or the union body.

2. Industrial Relations Pledge

Institute an IR pledge to give desired importance and focus to IR. Anytime a new union body takes over from the old unionan “Oath ceremony must be performed” involving the Plant Factory Head, HR Head, Production Head and all the Union Office bearers. All of these people are key actors in dealing with IR matters and must sign and commit to a common IR Pledge to live the same in letter and spirit. The above mentioned Management team members should also sign and make their commitment to the IR pledge. This joint oath/pledge ceremony would bring both the parties on a common page and guide their action when they perform their respective roles.

3. Grievance Redressal System

A grievance is any discontent or dissatisfaction and can be real or imaginary, legitimate or ridiculous, voiced or written or oral, it must
be however, find expression in some form of the other. They initially find expression in the form of a complaint. When a complaint remains unattended to and the employee concerned feels a sense of lack of justice and fair play, the dissatisfaction grows and assumes the status of grievance. Grievance can be related work environment or behavior of a colleague or superior, if it is not addressed proactively bound to impact IR. The researcher recommends establishing a formal grievance redress system for each company. The grievance redress system must be communicated to all the employees. The mechanism must have provision for automatic escalation in case a grievance is not resolved at the lower level. This would impact IR positively because:

a) It gives opportunity for employees to raise their concerns without any fear and helps build a climate based on openness and trust

b) It provides a fair and speedy means of dealing with grievances

c) It prevents minor disagreements, issues are given priority and saves company time and money.
4. **Build Shared Ownership for IR**

IR is normally given a reactionary treatment and most of the times the responsibility rests with the HR Department only while actual IR takes place on the shop floor. Many a times there is lack of communication among the management team members in absence of a laid down mechanism. Hence there is a need to create IR Tools to build proactive shared ownership among all the management team members.

**IR Tools**

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<th>Tool</th>
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| POD Structure      | Divide whole population in groups, 10-12 in each group. Each supervisor owns one group of cross functional operatives | - Self working grievance handling system  
- Demystify doubts before they become issues  
- Providing ear to problems, ahead of union  
- Build ownership among supervisors towards operatives |
| One to one connect | Plant leadership team to maintain connect with individual operatives. One operative in one meeting | - More touch times and direct connect with Operatives  
- Proactive ground level feel  
- Perspective building  
- Platform to express oneself |
| Reward through Capability | Develop workers and Train Union Leaders, Opinion makers | - Training the Union will help preparing Union leaders  
- Enhanced impact expected on role of union towards management and operatives  
- Training supervisors will help sensitize them for better handling of ER issues and treatment to operatives on shop floor |
We recruit workers from different parts of the country and make efforts to weave them into company’s culture as part of their induction and on boarding plan. But still they carry some of their deep routed values with them which subconsciously will have an impact on the way each worker interacts and relates with things and will have an impact on IR directly or indirectly.

Hence, there is the need for each and every worker to connect productively to give his / her best. By basic nature of the workers there could be the ones who have taken up different roles in the community and these are - Village Leaders and Opinion Makers, Union Leaders, Career seekers, 8-hour workers and Fence Sitters. All of these are exist in any group and hence connecting & engaging with each of them is a must rather than focusing only on union body.
to impact IR productively therefore it's important to devise a mechanism to link up with each one of them and address their respective ego states in a very proactive manner. The researcher proposes the IR Tools as explained in Fig 5.1 above to build proactive shared ownership for IR.

5. **Engage Every Day**

IR is a process of building sustained relationship in an organization. IR must be treated as a full time job for its direct or indirect actors than treating it in piece meals. It must be considered an on going job than dealing with it as an event. It should be a way of life for all the parties involved in it. Those actively involved need to “Engage Every Day” in IR (EED). EED is an initiative recommended by the researcher. It involves building a 360 degree connect with all the stakeholders on an ongoing basis. These stakeholders comprise of – Employees, union, local community, government and employees families etc. The researcher recommends a formal structuring of the plan around this with involvement of cross functional team members with HR being the custodian of the process. This requires a monthly plan being formed before the start of the month and formally shared with the concerned “First Person Responsible” (FPR) for running the specific activity. A snap shot of the monthly plan is given below in fig,5.2:
This EED for its effective implementation can be put as a performance “Key Performance Indicator” (KPI) for all the concerned FPRs and monitored month on month. Insights gained by way of Implementation of the EED day should be captured, reviewed regularly and serve as inputs to the company IR strategy.

6. **Build IR Capability**

Building intrinsic motivation, capability and conviction among the management team and front line officers, who are directly involved in dealing with hard core day to day shop floor IR issues is the key to sow the seeds of building smooth IR in any company. IR is one area wherein one can’t afford the frontline officers to learn this in a
real way on the floor as that may amount to be too expensive and can impact business heavily. It's a proven fact that probability of imbibing a class room theoretical knowledge is between 10-20 % while doing practically "On the Job" (OJT) takes the success rate up to 70%. The researcher proposes an OJT IR initiative. This initiative makes an employee actually get a feel of real time hard core IR issues of shop floor situations. Hence recommend an intervention by the name of “ZOZI” (Zoom out to Zoom in), The ZOZI makes an employee get the opportunity to swap his role and look at the situation from other person’s point of view, it actually makes a person feel & experience actual real life situation through this concept. Below given Fig .5.3 depicts the concept of ZOZI:

Fig. 5.3: Concept of ZOZI
As depicted above ZOZI is a concept wherein a real shop floor situation is created in a room. A real shop floor IR situation is articulated on a piece of paper and the same is explained to all the team members, roles are allocated to members - that of a union leader, supervisor, a worker or a senior manager depending upon the nature of the IR issue involved. The team adapts to ZOZI and get into the real allocated roles, emotions and temperaments would run very high when people do actual roles. The facilitator needs to make notes and rest of the members to play as observers. Once the role play is over, facilitator to capture insights by asking members to share their observations and experiences during the role play. The outcome should reflect what were the behaviors displayed by the members, what could or would be the IR impact of such behaviors and what could have been the desired behaviors. Finally record, what are learning coming from the exercise. Each member to note learning for self and share with the group what one or two learning/behaviors he/she would like to take forward in real life. Researcher recommends that atleast one, if not two cases per month would facilitate increased appreciation for IR and also building IR capability of the management team members. This OJT initiative can make a huge difference building IR sensitivities and conviction among the team members to handle IR sensitivities.
7. **Make Workers Company Brand Ambassadors**

A worker is not only an eight hour worker rather he/she is a complete human being playing different roles in his real life and those roles could be that of a son, a brother, a father and a social worker. Hence we need to connect with that complete person. This complete person if we can convert into our company brand ambassador that can build huge ownership among them. Create compelling reasons for workers and union leader to represent the company in front of others - in local community and in front of external bodies:

How can we create company brand ambassadress, here are a few recommendations:

a) **Planned Home Visits to the workers' families**–

No worker would ever criticize his/her company in front of own family members rather would talk good things about the company and in the process would make positive impression in the mind of his/her family members. And once this impression is created, one can't change the same overnight rather in case this worker does not stand by whatever he said in front of company representatives, his own family would challenge him.

b) **Create Worker Coaches** -

Break the normal industry paradigm that an officer can only become a coach or trainer rather create worker as coaches and
shop floor trainers. Invest in their skill building and leverage them. Workers have superior knowledge about the machines and deeper understanding about shop floor issues. Hence whenever a new employees join the company irrespective of their level in the company hierarchy, a worker trainer or coach would lead the shop floor induction and on boarding for new employee. Can such a worker who is guiding a new employee to settle in the company, ever talk negative about the company. This worker would always talk very high about the company, about its values and work culture. And in this process we are creating them as our company brand ambassadors. All such workers, would become the solid citizens of the company, would stand by the company in any tough times and play key role for setting the foundation of smooth IR in the company to run the business smoothly.

c) “Workers” Community Partners -
In today's industrial world each company understands the value of building partnership with local communities. There are instances wherein local community has forced the companies to close down or suspend the operations or shift operations to different places. Consequently each company is undertaking “Corporate Social Responsibility (CSR) initiatives especially in the area they are operating in. Local community awareness is very high these days and they know their value to the
neighborhood industries. Each company wants local community to be on their side. In any plant, majority of the workers come from the local community hence they can play a much bigger role building the bridge between a company and the local community. Hence involve these workers, and union leaders in community development initiatives. When these workers participate in these initiatives and represent the company in front of their own community, they always talk good about the company and become the “Company Brand Ambassadors”.

d) **Catch Them Young** -

As many companies run such schemes to catch young professionals from the colleges and call it “Catch Them Young”, programme. These young professionals are given challenging work assignments and they do wonders while come out with innovative business solutions and turnaround business proposals. Similarly a company need to link up with young children of the company employees, leverage them through different programmes, run contests and crash courses for them, sponsor some courses for them and make them as your company’s brand ambassadors. In this process one has built a solid bond with the employee as well as with their children. All this increased bonding leads to increased loyalty towards the company.
8. **Governance Mechanism**

Business prospects in any country are largely dependent on the role and attitude of the Government towards running the state. Government is one of the main actors to IR dynamics and plays the role of a big contributor to the state of IR in a county. Indian archaic labour laws and sloppy enforcement mechanism is doing no good to the business environment and industrial relations scenario in India. All this becomes important factor while any MNCs make their investment decisions. Hence the following need to be impacted sooner than later to improve IR in these changing business environment:

a) **Labour Reforms:**

Political leaders, industrial bodies and union representatives agree for some and disagree for other labour reforms. Coalition governments for the last couple of decades have also been operating with an excuse that in absence of absolute majority they can’t impact the reforms agenda. So it’s been a lip service from most of them. Hence a labour reform to suit the modern days industry needs, business concerns and labours’ aspiration must be addressed by the government. Indian democracy has witnessed huge success and is talked about around the world however it’s the time that Government of India must put the labour reform agenda on the top.
b) **Wages Regulation:**

Majority of the labour disputes are caused due to wages related issues. And these agitations lead to go slows, low quality products during protests, strikes, breakdown of operations and violence at times. For the time being, even if we keep union and management long term wage settlement negotiations related issues aside, there is still a lot needs to be done in this regard. First of all, minimum wages need reform in line with fair or living wages. We need to practically move towards fair or living wages to protect the labour and their rights which lead to many industrial disputes. Besides making Consumer Price Index or Whole sale Index as reference to increase wages for contract labours, unskilled or semiskilled manpower – local industry existing wages survey, prevailing wage practices more so in unionized plants where wages have been negotiated must be taken into consideration. Unless a reference of the company rolls workers’ wages is taken into consideration, the gap in wages and benefits disparity would continue to grow leading to contract labour exploitation, causing labour disputes and impacting IR and business prospectus in the companies. Besides this, even enforcement of the available laws like “Equal Remunerations Act” is in big question. Hence these need to be implemented in letter and spirit.
c) Reform in Abolition and Regulation of Contract Labour Act:

This is another act needs reforms immediately. Contract labour is being deployed all across the industry indiscriminately. One would find 70:30 kind of ratio between contract manpower and regular company workmen. There is huge difference in their salaries as well. On an average 1:3 times is the gap and in some cases and even this ratio increases multifold in some of the companies. Contract labour today is exploited not only by their immediate employer but also by the company workers because they serve them as a support on their work stations. It’s a known fact that Indian Employers want flexibility in deployment of contract manpower however at the same time this contract labour needs a fair treatment in terms of their wages compared to their counterparts as regular workmen, social security & insurance, benefits, leave and holidays etc. In case the Government of India can assure fair treatment to both the parties it can serve as a boon to IR Scenario in India. Contract labour would get the much desired salary and benefits and the Employers community in India would get the desired flexibility to employ contract labour depending upon the business requirements. This would drastically reduce contract labour disputes, improve IR scenario and brings in flexibility running the business.
9. **Invest In Corporate Affairs**

Social media is playing a huge role in today's corporate world and has lots of impact positive or negative depending upon the situation on a company's brand image. 98% of the workforce in the blue collar category is connected through social media. There is free flow exchange of information among them on social media. This involves communication about their personal lives, about work life issues, lending or borrowing support in times of crisis and forming visuals groups or teams for common interests. Social media is used by the pressure groups, local community, NGOs, workers and unions to leverage this from time to time. Hence, the need for the businesses is to proactively invest in building a robust Corporate Affairs Team. Some of the MNCs have this in place but each company doing business in the current challenging circumstances need to proactively invest in this strategic business partner.

Corporate affairs can help in following ways:

- **a) Build proactive connect with key external stake holders,** Electronic Media, Print Media and External Agencies including government bodies. One can share about company plans, best practices and CSR initiatives etc to build a positive image about the company in the eyes of these agencies. Proactive desired information with these agencies would certainly help them not to fall prey to any misconceptions and even if they
get any negative information about the company they may apply the lens of available information with them.

b) Corporate affairs can help counter any negative information or propaganda much faster incase one has the peace time connect with these media partners.

c) Corporate Affairs Team can also play a big role building the capability of company employees in key positions to responsibly communicate with the external media people. Serve as sounding board or fall back option for the company employees in times of crisis.

10. Union Skill Building Interventions

Given current IR scenario where there is resurgence of IR laden with agitations, instances of violent demonstrations and labour strikes across the country in different industries. It certainly calls, firstly, accepting the fact that this warrants for immediate action on the part of management. One would agree that Management and Union are two sides of the same coin or are the two wheel of a vehicle and in absence of one life won’t run smoothly, business would suffer hence they both need to collaborate and work together which is the key for the business prospectus. However it is also a fact that most of the capability efforts by a company go for Supervisory and management staff and hardly any
structured interventions for the union leaders who we claim to be the business partners. And in absence of this skill building interventions for the union leaders, they look forward to external support and guidance. To make union leaders responsible business partner, it’s imperative on the part of management to acknowledge this and act on the same. Union members must be subjected to give business perspective – what does it take to run a business, its intricacies and complexities and variables involved. Unless and until it’s done, we may keep expecting a lot from them but in vain. This requires out door /offsite structured interventions consisting of “Building Business perspective” and Development of Leadership Skills” for the union leaders. Management must put this on priority to make them true business partners and more responsible and informed leaders. While some of the training interventions could be exclusively for union leaders, yet some of the programmes could be common ones, which can be attended by union and management team together. Union and management team attending a programme together itself gives them a stature and would lead to increased ownership among them. And at the same time, gives perspective to some of the management team members that union needs to be treated as equal in some of the IR/business aspects.

11. Workers’ Career Progression

In most of the companies a general feeling among workforce is that they will retire as workers. Today’s workforce is much more
talented, multi tasked and highly aspirational. Unless and until their deep desire for growth and progress is addressed, their energy would continue to be channelized in a different direction. A worker who has the capability and potential to grow would ensure that his/her desire for recognition is met, and when this need for recognition/growth does not get satisfied they follow the union route. Today most of these workers’ children also go to the same school of management officers’ children and they have equal social needs for recognition in society. Hence it’s imperative for the management to recognize this fact and create avenues for workers to grow in the company.

It’s an agreed fact that all the workmen can not be promoted to supervisor/staff cadre. However management needs to create a scheme through which eligible workers can compete for staff cadre jobs. Management can declare some of the jobs for which workers can apply through an “Internal Job Posting”. There need to be a laid down policy for worker growth, with set eligibility criteria – nos. of years in the job, qualification and performance/behavior track record of the applicant. Besides this, there can be a limit set for the nos. of workmen can be promoted in a year. Even if 4-5 workers come in a staff cadre in a year depending upon the manpower strength and available jobs/opportunities, it would set a very positive trend for the workmen. This would help workmen category to see the light over the other side of the tunnel and create sense of hope among them. Management
must invest in some of these workers by nominating them for special courses for building desired skill sets. Such investment in workmen category would form a solid foundation among workmen and would contribute to smooth IR.

5.4. **Summary of Important Recommendations**

In order to sum up the recommendations as an end point to deal with the constantly changing Socio, Economic, Political and Legal Scenario impacting Industrial Relations in the Indian industry context. Following recommendations are presented as summary:

1. Management has to recognize the fact that large skew in workforce employment and engagement practices is not sustainable over extended periods of time. Hence needs immediate focus and sustainable solutions considering the Social, Economic and Political scenario impacting this workforce. Any delay in action or ignorance of the fact would have direct bearing on Industrial Relations and leading to an impact on the company business.

2. The disparity in economic conditions of workers as prevalent in Indian Industry causing discrimination among the workforce and will eventually lead to discontentment and consequent unrest.
3. With the changing demographics, rising literacy and aspirations of workforce and management's need to implement rapid and frequent changes in work profile, managements need to focus on building workmen capability and career progression to meet the changing needs as well as to meet workers aspirations.

4. The Key Success Factor for any company in the next two decades is going to be effective management of industrial relations. Hence IR needs time on the management agenda. IR must be talked in the board room at least once in six months. This would also ensure that a senior director level person would be directly involved in IR.

5. Management need to treat IR as an important role as low continuity of managerial staff in IR assignments impacts policies and relationships. IR needs to be projected as a long term meaningful career option to HR professionals. Hence this needs to be pitched and treated as a sought after role to ensure a long term sustained relationship between management and workers/union.

6. It is a necessity and not a “good to do” action to launch a massive education and training of all management staff on the new realities of managing the workforce.

7. Lack of uniformity across the country even in basic matters like wages, enforcement of social security benefits and basic working conditions need to be addressed immediately by the managements
for their respective workforce and nationally by the Government of India.

8. The industrial relations professionals will need to devise ways and means of creating greater workforce involvement in the conduct of operations by evolving institutions which bring about sustainable progress of all concerned constituents.

9. Building a cadre of high performing Industrial Relations professionals cannot but be emphasized as a top priority given the change in mindset of younger human resource professionals post introduction of the market led economy over past two decades.

10. The new generation industry namely the ITES needs to take cognizance of the lessons learnt over the past half century by the traditional manufacturing units and device policies and processes to ensure high level of engagement among the workforce.

11. Management forums will need to focus industrial relations with a broader statesman like view and move away from the “We and Them” syndrome. IR needs to be due importance and be treated as a full time job than giving a part time treatment to it.
12. Industrial relations will need to be a standard agenda point in all top management meetings to get a realistic view of the emerging situation in the environment as well as in their own establishments.

13. Government will need to take a non-partisan view on the labor legislation and introduce amendments and changes in the archaic outdated legislations prevalent today.

14. The government labor legislation enforcement machinery has to attract high quality professionals for unbiased enforcement as well as play a role in mediating whenever required so as to minimize any possibility of unrest of any kind, which is likely to disrupt output in any establishment.

5.5. Future Research Direction

Basis the current IR study, its scope and the difficulties and limitations faced during the study; there are few further suggestions by the researcher:

1. This study has been conducted largely in companies operating in the area of Auto, Manufacturing, Engineering and FMCG. As each industry has its own peculiar challenges like service industry, hospitality, aviation, textile, IT and Infra etc, hence its findings and observations cannot generalized to the entire industry. There is a further scope of covering all the industries together for the survey
and conducting a comprehensive study. Also due to the continuous nature of running the production lines, it’s been a huge challenge to get workmen freed for the survey which leave the scope to cover a larger chunk of workmen for the study.

2. This study has been conducted on the blue collar workforce and their unions and management staff. While the prevalent industry trend as found during the study, the companies are employing 70:30 ratio between Contract manpower and company rolls blue collar workforce. As a result of this, unorganized workforce in the name of contract and casual manpower has a very vital role to play in running the show in any company and certainly would have its impact on the Industrial relations in the company. Hence a further study can be conducted on the role and impact of “Contract & casual Manpower” on the Industrial relations scenario in a company.

3. Role of external forces impacting IR is another area which can be explored further. Latest details from Census of India report released by the government of India in May 2013. The data shows more than 37 million people have taken to farm labour in the past ten years. The statistics show that 54.6 per cent of total workers in India are now part of the agriculture sector with a decline of 3.6 per cent as compared to 2001. Thus agriculture workforce also plays a significant role, as most of industry workers migrate from industry to
agriculture and vice-verse depending upon their convenience. India’s Nation Guaranteed Employment Scheme namely NAREGA, also impacts as it provides the alternate employment to the industry workers which impacts the demand & supply ratio of manpower in the market. Hence a further point of study could be – impact of agriculture labour on IR.

4. India is a huge country and diversity reflects every nook and corner. Each state follows its own traditions and cultural values. As said earlier more than 300 languages being spoken across the country, different religions and culture being followed across length and breadth of the country. Therefore manpower coming from different parts of the country contributes to a very diverse workforce. There is another angle to the diverse workforce and that is gender diversity. In India according to the International Labour Organization (ILO), out of 131 countries for which data was available, India ranks 11th from the bottom in female labour force participation however still there is increase in women workforce and women accounts for 22% of workforce in India, Times of India, Rema Nagarajan Nov 29 2013 Since this women workforce have its own social, economic and political aspirations, issues and concerns. Hence this could be an area of study in future as to what’s the impact of gender diverse workforce on Industrial Relations.

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