Chapter 2

REVIEW OF LITERATURE

2.1. Introduction

Industrial relations is an age old subject and its origin does back to seventieth century. Industrial Revolution brought about transformation in the economic and social life of people, it started in UK and then spread to France, Germany and the USA. This period from Industrial Relations perspective was marked by the studies made by Taylor and his Principles of scientific management. During this time series of events took place which brought about innovation and technology in the factories replacing manual labour and redefining the man – machine relationship. The concept of factory came into existence and many experiences were conducted. It also brought about the concept of a free labour market. Earlier the supply side was governed by some groups and unions and the market were generally held by master craftsmen.

This chapter provides insights on the various literatures published in the area of Industrial relations. An extensive literature search has been conducted encompassing publications of the Government of India, International Labor Organization, and relevant books pertaining to the subject of Industrial Relations & human resources and from other
relevant publication’s in the field of IR. This chapter provides an insight on the published literature in relation to industrial relations especially with a focus on the changes and dynamics impacting the industrial relations in the post liberalization of the Indian economy since 1991.

2.2. Review of Significant Literature

According to David E. Guest (1987), that if the concept is to have any social scientific value, it should be defined in such a way as to differentiate it from traditional personnel management and to allow the development of testable hypotheses about its impact. On the basis of theoretical work in the field of organizational behaviour, he proposed that HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. In this model, collective industrial relations have, at best, only a small role.

As per Peterson Swenson (1991), political domination of Social Democrats in Denmark and Sweden beginning in the 1930s was stabilized by the absence of intense opposition by capital to reformist programs aggressively opposed by business and the Right elsewhere throughout world. It is not a symptom of weakness or dependency; rather, it was a product of a class-intersecting, cross-class alliance behind institutions of centralized industrial relations that served mutual interests of sectoral groupings dominating both union and employers. He further suggested that well-organized and militant, and backed by
Social Democrats, employers in the two countries use offensive multi-industry lockouts to force centralization on certain reluctant unions in industry.

Researcher has to say that as mentioned by Randall S. Schuler (1989), potentially dynamic and proactive role of employers in industrial relations need to be recognised because incorporating the notion of strategic human resource management appears consistent with this suggestion, it is done here integrating frameworks of competitive strategy and human resource management practices using the rationale of needed employee role behaviours and cost and market conditions. It is then need to be merged with business life-cycles stages creating a contingency framework to understand the impact of strategic human resource management on industrial relations.

As in the study of Daniel Z. Ding and Malcolm Warner (1999), the impact of China’s latest reforms on industrial relations at enterprise level in both state-owned firms and foreign-invested joint ventures. Also they suggested that the reforms of the early 1990s have ‘re-invented’ the Industrial Relations system and have significantly influenced recruitment and selection, wage and reward systems, and social security programmes.

According to Judy Wajcman (2000), it is time to renegotiate the boundaries between industrial relations theory and feminist analysis as far as Britain is considered. He feels the need to add women issues to the research agenda, to recognition of the gendered character of
employment relations and of work itself. The formal institutions like management, trade unions and the state, cannot be treated as gender-neutral.

**Paradigm Shift in IR**

As per Michael J. Piore and Sean Saffotd (2006), that the old system is replaced not by the market but by an employment rights regime, in which the rules of the workplace are imposed by law, judicial opinions, and administrative rulings, supplemented by mechanisms at the enterprise level that are responsive to the law but also are susceptible to employee pressures, both individual and collective. This shift in the axes of mobilization in turn reflects the collapse of the underlying model of social and economic organization upon which the collective bargaining regime was built and more fundamentally a shift in our understanding of the nature of industrial society and its direction of evolution in history. It poses a challenge to the conceptual tools which are used in industrial relations to understand the issues of work and to frame the public policy debate. They also argues that, the old system need to be continued. They claimed that, the commitment to building a discipline that speaks not only to scholars but to practice and to practitioners is what distinguishes industrial relations most from other scholarly endeavors. Furthermore they concerns underlying the field's commitment to trade unions and collective bargaining which compel to recognize those new forms and develop the analytical tools required to
understand, evaluate, and help them find effective expression in practice and in action.

A. J. Gear (1977) says that those industrial relations are seen as an increasingly important subject as a result of extent of news coverage, the results of opinion polls and by the growth of university courses in this area. He argues that, rules are considered an intermediate step towards the true objectives as increased labor-related productivity, increased satisfaction of those needs which oblige people to take jobs, and increased power in the work environment. He states that, the first objective is sought by managers and the government, the second by workers and trade unions, and the third by managers and some work groups and trade unions.

According to Nick Wailes (1999) that, comparative work on industrial relations reform during 1980s and 1990s in Australia and New Zealand, has systematically ignored important historical differences between the two countries, underestimated the similarities in recent reforms and privileged organizational and institutional explanations for changes in industrial relations systems, at the expense of those which are based on systemic factors and material interests. He also argues that more serious attention needs be given to the epistemological assumptions embedded in research designs.

In view of Harry Katz, Thomas Kochan and Mark Weber (1985), that attention need to be given to the relationships among characteristics of industrial relations systems and efforts to be put to improve the quality
of working life. They states that, industrial relations systems affect organizational effectiveness through two channels. One is strong evidence of an association between measures of the performance of industrial relations systems and economic performance. Another is evidence that efforts to improve quality of working life have little impact on economic performance.

Behavioral Perspective of IR

C. J. Margerison (1969) examines the field of industrial relation form behavioral science viewpoint. The world of industrial relations has grown rapidly and has become complex with the development of industrial society. He argues that industrial relation at present situation is more concerned with studying the resolution of industrial conflicts than with its generation. Thus focus need to be given more on the consequences of industrial disputes than its causes.

In the study of Ali Dastmalchian, Paul Blyton and Raymond Adamson (1989) studied of industrial relations climate. They defined Industrial relations climate as a subset of organizational climate that pertains to the norms and attitudes reflecting union-management relationships in an organization.

According to Karl Koch (2004), at the starting of 21st century industrial relations emerged as a central field of enquiry and study which is characterised by well-defined determinants. But the fact that many of the factors that have defined the field are undergoing transformations,
and to understand the new patterns emerging demands a broader approach.

As per Peter Waring (1999), in Australia, there is a renewed interest in individualism as an organising principle in the employment relationship. The State and Commonwealth legislative encouragement of individual contract formation, along with the diffusion and adoption of individualistic HRM techniques have fuelled the perception that collective industrial relations are consciously and systematically being replaced with newly individualised employment relations. He argues that whilst collective forms of industrial relations remain dominant, there is evidence of growing trend towards individualism in Australian industrial relations policy and practice. In terms of contractual individualism, he discovered that an increasing number of Australian employers are engaging in procedural individualism by forming and registering individual contracts. He argues that despite the increasing incidence of individual contracts, they continue to cover a minority of Australian workers-collective bargaining remains the predominant mode of establishing wages and conditions in Australia.

**Extended Scope of IR**

HyoSoo Lee (1996) states that, Production, distribution and rule making systems (PDR systems) are subsystems of industrial relation system. The performance levels of the organization are determined by the contents and interactions of the PDR systems as productivity,
flexibility, innovation, fairness and satisfaction. The model can be used to analyse non-union workplaces as well as unionized settings by embracing collective bargaining as a subsystem of the rule-making system. A good practice of future industrial relations will be established by the PDR systems in which the creative human ware is maximized and actors cooperative spontaneously. He views that industrial relation as including human resources issues as a synthesis of production, distribution and rule-making systems encompassed in a community perspective. He states that Industrial relation theory needs to differentiate primary environmental factors and secondary environmental factors, and indirect strategic choices and direct strategic choices for industrial relations. His model demonstrates that, since it emphasizes the mind stimulation system, mutual gains in the future depend on the actors’ spontaneous cooperation which will require a mix of both union negotiations and direct worker involvement. The combination can avoid the criticisms of a company union and the adversarial conflict that destroys the potential for mutual gains between two.

According to Richard Hyman (1994) examines that developments in western European industrial relations reflect the uncertain, often mutually frustrating initiatives of actors grappling with forces at the margin of their understanding, let alone control.

Sarosh Kuruvilla (1996) states that, a country’s industrialization strategy for economic development profoundly influences its industrial relation (IR) and human resources (HR) policy goals. It is found that
import substitution industrialization was associated with Industrial Relation/HR policy goals of pluralism and stability, while a low-cost export-oriented industrialization strategy was associated with Industrial Relation/HR policy goals of cost containment and union suppression. The countries that moved from a low-cost export-oriented strategy to a higher value added export-oriented strategy, the focus of Industrial Relation/HR policy goals shifted from cost containment to work force flexibility and skills development.

According to Rani P. Suseela and P. Srinivas Subba Rao (2012), Provision of welfare amenities enables the workers to live a richer and more quality life and thereby contributes to their efficiency and productivity. It also helps to maintain industrial peace. Also increased productivity of an industrial undertaking, indisputably, results from mental happiness of employees. He states that mental happiness of an employee in turn is a function of welfare facilities provided by the employer. They explains that welfare facilities make the life of the employee comfortable and happy and the labor welfare covers a broad field and connotes a state of well-being, happiness, satisfaction, conservation and development of human resources. They studied that there were lot of strikes and lockouts taken place in Jute Industry which is one of the traditional industries which lost huge number of manly hours, loss of productivity due to poor industrial relation. They say that welfare facilities, undoubtedly, have their impact on industrial relations in post liberalization.
Contribution of IR

In study of U. M. Premalatha (2012), industrialization results in growing productivity and profitability. The success of the industry and economic development depends on smooth and healthy industrial relations. Author studied industrial relation and examine the different machinery for the settlement of industrial disputes if any and there by focusing on workers participation in the management. He proves that cordial and harmonious industrial relations leading to increase in productivity and profitability. Also Education, training and development of employees are necessary as a part of effective participation while making decisions. He suggest that a constant review or follow up of results of the industrial relations programmers adds value to the everlasting association by increasing the productivity and profitability of the nation in general and organization to be specific.

According to Vijaysinh M. Vanar (2012): industrial relations basically aim at the development of a sense of mutual confidence, dependence and respect among all the employees of an industrial unit at different levels of organisation. He attempted a study on the status of industrial relations in engineering sector in Gujarat. He put hypothesis as for the study that the status of industrial relations is significant among certain selected units. He found that contractual employees, employees who are not member of union, and shop floor employees have responded less positively to the industrial relations status at their respective organizations. He also found that employees of private limited
companies have positively responded for the status of industrial relations at their respective organizations.

In view of Thomas Klikauer (2004) examines the industrial relations in the shipping industries of two Liberal Market Economies (LMEs), Australia and the United States and in two Coordinated Market Economies (CMEs), Germany and Denmark. He used the theory of Liberal versus Coordinated market economies to discuss two polar approaches to the issue of reform in industrial relations in the context of pressures of globalization. He assessed the scope to which local institutional factors offset the major trend towards the globalization of the shipping labor market. He discussed the role of state policies on shipping, trade unions, and employer organizations. He argues that in shipping two distinctly different policy approaches and reforms of industrial relations at the industry and national levels can be identified. He stated that neither the CME’s nor the LME’s approach to employment and industrial relations were able to stop the increased appearance of crews of convenience under globalization. He stated that introduction of second registers by the CMEs protected the core employment in off-shore shipping in some extent because masters, captains, and officers have received limited protection by being on such registers. At another side neither LMEs nor CMEs have been able to stop increased competition in ocean going shipping, LMEs have exposed their shipping industries to these forces without protection, where CMEs have sought to protect core sections of offshore employment in same. He found that the two CMEs achieved this by a
coordinated approach to industrial relations policy in shipping industry. Put together he found that all four countries were faced with the same competitive forces brought to them by globalization in the world shipping industry, the two coordinated market economies maintained their competitiveness by developing innovative employment strategies that protected core employment while at the same time securing the continuation of their industrial relations coordinated pattern.

**Empirical Evidences in IR**

Getman, Maeshall, Leslie, Weiler, Mundlak (1993) use events in the paper industry to illustrate changes taking place in United States industrial relations. They replaced the traditional collective bargaining model in some cases by a low-wage, adversarial approach and in other cases by a high-wage, more cooperative model. They found that the cooperative approach is superior to the adversarial approach in terms of both productivity and worker welfare. This labor and management cooperation assumes an expanded role for unions in reducing the differences between labor and management of organisation. They found that the National Labor Relations Act hinders American industry from effectuating cooperative, high performance policies. They argue that reform is needed to encourage better employee and management relations.

D. I. Akintayo (2010), examines the effect of privatization of public enterprises on industrial relations practice in a mixed recessional
economy. This view was put to ascertain the economic effect of privatization on labor and management relations in Nigeria country. He adopted qualitative approach for his study. He found that public enterprises in a recessional economy does not create enabling environment for harmonious labor and management relations. Also he found that, though privatization policy implementation enhances efficiency and improved workers performance, however, retrenchment and job insecurity of the workers are always the resultant effects of any privatized public enterprises. He recommended that privatization policy implementation should be normally being designed to guarantee workers job security, while pragmatic efforts towards sustaining the level of efficiency and productivity attained by the privatized public enterprises should always be given more priority. He argues that the basic objectives of privatization can be satisfied by Commercial. He classified public enterprises different groups, as, the directly productive, public utility and the service or welfare public enterprises (the last being scholarship, pilgrims, sports and similar boards). He suggests that the directly productive ones like financial, manufacturing, agricultural and similar public enterprises will be required to operate strictly on the basis of financial profitability by charging competitive prices. Further, the public utilities will also be required to be commercial in operation, but where they are required to serve special areas or groups on a non-competitive basis, they should be given specific subsidy. Also he suggests that the service or welfare public enterprises should operate on the basis of cost-effectiveness and need
to be funded from public funds. Further he argues that, for these public enterprises to operate successfully on a commercial basis, the Privatization of Public Enterprises Acts should be amended accordingly to remove then shortcomings in terms of unemployment, workers alienation and victimization that pervade the environment of privatized public enterprises concerned in Nigeria. The way include funding or capitalizing them adequately, freeing them from crippling civil service control by giving them appropriated operational autonomy, allowing them free hand to utilize the best staff available and generally removing all political interference from their routine functioning. He suggests removing the causes of failure of public enterprises which includes pervasive corruption with impurity. Also institutional superiority of private sector over public enterprises is false justifying privatization. He suggests that operational autonomy should be promoted in both public and privatized public enterprises in order to enhance increased productivity of the privatized enterprises in Nigeria.

Ray Marshall (1992), found that basic United States industrial relations policies are rooted in the mass production-natural resource economy that made the United States the world's leading industrial nation during the first quarter of 20th century. He found that in a competitive global economy, economic viability requires much greater attention to quality, productivity, and flexibility. To develop high-performance production systems, government must perform role like to develop a consensus that the United States national economic goal is to remain a world-class, high-income, democratic country. Further he suggests that
strategies need to be developed to achieve supportive macroeconomic policies to encourage economic growth, active policies to include labor standards as part of the rules governing all international transactions, measures to strengthen human resource development for workers that did not attend college, and workers right to organize and bargain collectively needs to be strengthened.

Harry Katz, Thomas Kochan, Mark Weber (1985) assesses the relationship among characteristics of industrial relations systems, attempts to improve the quality of working life, and certain measures of organizational effectiveness in 25 manufacturing plants affiliated with one company. They developed the theoretical propositions relating variations in the performance of industrial relations systems among plants to variations in organizational effectiveness among plants. They found that there is an association exists between measures of the performance of industrial relations systems and economic performance, and efforts to improve quality of working life have little influence on economic performance.

Edmund Heery, Brian Abbott, Stephen Williams (2012) examines the involvement of civil society organizations (CSOs) in UK industrial relations. Organizations of this type, includes advocacy, campaigning, identity and community organizations have attracted increasing attention from employment relations scholars in recent years. They demonstrated that civil society organizations have become increasingly active in the sphere of work and employment, partly in response to
trade union decline but also owing to political opportunities, afforded by the labor market policy of the New Labor government in UK. They claim that civil society organizations operate at multiple levels of the industrial relations system and interact with the state, employers and trade unions.

According to Nicholas Kinnie (1989), collective bargaining is the principal strategy used by employers for managing industrial relations in the United Kingdom. He presented a model that combines the study of employers, trade unions, and collective bargaining into a pattern of industrial relations management. He found a mismatch or inconsistency between management structure and trade union activity. There is an inconsistency arises from a policy pursued by management that is aimed at maintaining managers prerogative by keeping separate the institutions of collective bargaining and management decision making process.

Bruce Kaufman (2010) identifies the theoretical and policy foundation for the field of industrial relations where labor is embodied in human beings and is not a commodity and argues that the field’s two central dependent variables are labor problems and the employment relationship. Further he develops a theoretical framework that not only explains the nature of the employment relationship and labor problems but also reveals shortcomings in related theories from labor economies and human resource management. He demonstrated that optimal economic performance occurs in a mixed economy of imperfect labor
markets and organizations, and shows that a certain amount of labor protectionism promotes economic efficiency and human welfare.

Debashish Bhattacherjee (2001) examines the evolution of industrial relations in an historical and structural context in India. The evolution of industrial relations has been incremental and adaptive and not discontinuous and revolutionary in India. He found that the relationship between changing industrialization strategies and industrial relations institutions and practices in India is considerably more subtle than is often supposed in comparative industrial relations narratives, especially when detailed endogenous political economy considerations are taken into account.

**Dimensions of IR across the World**

Anke Hassel (1999) assesses current trajectories of change in the German system of industrial relations by analyzing the co-determination and collective bargaining systems. He argues two parallel developments which undermine the institutional stability of the German model. Among them the first is the institutional base of the German industrial relations system, which has served as the precondition of its past success, has been shrinking during the last two decades and the second is increasing decentralization pressures within collective bargaining tend to undermine the division of labor between co-determination and collective bargaining.
Simon Clarke, Chang Hee Lee, Do Quynh Chi (2007) studied the industrial relations in Vietnam. During 1990s Vietnam has achieved rapid economic growth based on the attraction of foreign investment in an unchanged political environment. They found that changing employment relations have presented a major challenge to the rights-based institutional forms of regulation of industrial relations established in the early stages of reform, which prove slow to adapt to the new circumstances where disputes are interest-based. They found that the continuous strikes has led the authorities to pay increasing attention to industrial relations issues, but their approach remains confined within the legalistic framework. Also trade unions show little ability to stand up to employers on behalf of their members, while Vietnamese workers show a preference for direct action over representation through bureaucratic industrial relations.

Colin Duncan (2001) assessed British public sector reforms for twenty years along with trade union responses and future prospects for industrial relations in the public services. He highlighted the limitations in the perspectives that have driven reform processes in labor practices and in the outcomes achieved. He found that the process of convergence that is often assumed to have occurred between public and private sector industrial relations arrangements may be more apparent than real.

D.H.T. Walker, R.J. Peters, K.D. Hampson, M.J. Thompson (2001) outlines how the project agreement operating on the Australian
National Museum project in Canberra, Australia facilitated a responsible and responsive workplace environment for construction workers. The approach is adopted to encourage industrial relations innovation in the workplace. This approach based on the success of the alliancing working arrangements between key project delivery teams and a desire to extend this arrangement to subcontractors, suppliers and the workforce. They found that the workplace culture and characteristics of relationships formed between workers and management on that site shaped the agreed terms and conditions of work. They also studied the pursuit of innovative approaches to project delivery from a technology, management and workplace culture perspective.

Anne Forrest (1993) studied the focus of feminist approach on industrial relations as conceptualized and practiced by academics in Canadian business schools where systems theory remains the predominant analytical approach. He found that industrial relations so constructed are profoundly gender bias. He found that industrial relations also growing with academic discourse in the social sciences field. There was little attention to women issues such as maternity leave, sexual harassment policies, pay equity, and other issues. He found that gender relations approach was missing. He argues that organisations must come out the concept of gender biasness and need to give equal importance to women. Also there is a need to give importance to women in workplace according to their need and priorities.
John Rice (2006) studied the emergence of a new system of industrial relations in Taiwan. He emphasises the transformation from a planned one-party state to democracy has occurred in the context of political, economic and social liberalization. The issues like increasing plurality of labor organizations are studied.

Daniel Mitchell (1994) studied that industrial relations systems provided the intellectual basis for other works associated with the Inter-University study of Labor Problems in Economic Development, notably Industrialism and industrial man. He given reference to Dunlop theory regarding Great depression and World War II and criticised that the nation can hardly be expected to endure an unending stream of depressions and world wars simply to replenish the supply of industrial relation academics because the events affect decline after 1958. He found that unionization has fallen dramatically in the United States and, to a lesser extent, abroad, especially in the private sector. He argues that people do not much care about the industrial relations system unless it makes dramatic trouble, such as strikes. He also found that human resource management has become the dominant approach for applied academics, even it is too narrow.

Susan Sayce (2006) has attempted to move the theoretical discussion of gender away from universal systems theories of analysis to a more micro multi-layered approach that can accommodate what is a complex and subtle situation, gendered industrial relations. He studied that why
women in certain institutional frameworks progress while rest do not. He studied women's daily experiences of work relationships. He found that Bourdieu's theory can be successfully used to analysis gender change within industrial relation and to explore how women's differing access to capital can facilitate their positional progress within hierarchical gender stratified industrial relations. But he did not focus on solutions for improving the position of women within industrial relations. Also focus is not to seek to stimulate discussion around the positional requirements of industrial relation actors where greater social, economic, cultural and symbolic capital has accrued mostly to men.

According to Anne Forrest (1998), the systematic neglect of unpaid work is a troubling theoretical problem for researchers interested in the subject of women and work, most obviously because women perform many hours of unpaid work in the household every day even when they are employed for pay, but also because women routinely perform unpaid work on the job. Also cleaning, caring, and serving others are tasks expected of women in the home and in the paid workplace whether or not they are part of workers formal job descriptions. Author argues that the prevailing theoretical framework that marginalizes women by examining how unpaid work on and off the job is and is not analyzed in the literature and by demonstrating its importance to issues as central to the discipline as wages, job allocation, an industrial conflict. He also tried to study the unpaid work in industrial relations. He argue that unpaid work in the home determines, in part, how paid
work is allocated and, in particular, how the social construction of women as non-workers or wives and mothers by researchers naturalizes women’s place in the secondary labor market. He also found that marriage had little effect on the amount of housework performed by men whereas, for women, marriage was associated with an additional 10 hours per week. Also household labor time increased for both women and men when children were present but double for women compared to men.

P.K. Edwards (1995) found that industrial relations in Britain are healthy that US. This is because the way in which the human resource management challenge was met and the intellectual development of the subject from old industrial relations towards a deeper analysis of the employment relationship.

**IR and Other Areas of HR**

Ali Dastmalchian and Paul Blyton (1992) examines the relationships between organizational structure - formalization, specialization, participation, and centralization - and human resource practices - training and internal promotion - with the state of the firm's industrial relations. They interviewed managers and union-employee association representatives from 51 Canadian organizations and found that decision-making centralization has a negative effect on a firm's industrial relations situations while training has a positive effect on the quality of a company's industrial relations. They suggested that
structures, for example specialization, develop in response to current and past industrial relations situations.

Olusoji James George, Oluwakemi Owoyemi and Unche Onokala (2012) examine the transfer of the British voluntarist employment relations practice to Nigeria through colonialism; this transferred employment or industrial relations replaced the Nigerian Paternalistic employment relations practice. They studied descriptive and historical sources explored the impact of culture on the transfer of management practices with special reference to employment/industrial relations practice. They found that all groups of people no matter how uncivilised have their own management practices built around their culture and that it will be problematic to devised a template of any management practice in a cultural area with the intention of transferring such to another cultural area.

According to S.K. Khurana (1972), evaluate the industrial relations in private and public sector in India. He makes the comparative study of industrial relations in the two sectors on the basis of the criteria of industrial conflict, implementation of code of discipline and several antecedent variables that have an important bearing on industrial relations. He found that industrial relations in both the sectors have progressively deteriorated during 1962-1968 and that the public sectored registered a better performance on the criterion of industrial conflict but when viewed in the context of its performance in terms of the tripartite forums, the code of discipline and the prevalent attitudinal climate it has been no different from the private sector.
Anthony Giles (2000) states that the decline of IR within the university setting, has taken two principal forms. First is, there has been an attrition in the number of independent IR institutes and degree programmes, either through abandonment or by being renamed Human Resource Management or Employment relations in the US. Second one is that, there has been a marked shift in the centre of gravity within business and management programs away from IR and towards human resource management. He thinks that although other aspects of the changing face of work and employment have also received considerable attention which includes the various forms of non-standard or peripheral employment, work in the services sector, and globalization as it is the belated rediscovery of management and the workplace that has increasingly become the leitmotif of modern industrial relation research.

Christopher O. Chidi and Oluseyi A. Shadare (2011), investigates the influence of host community on industrial relations practices and policies using Agbara community and Power Holding Company of Nigeria (PHCN) PLC as a case. They hypothesized that PHCN industrial relations policies and practices are independent of its host community and tested the things as PHCN industrial relations policies are influenced by public opinion through the use of suggestion schemes and customs/traditions of host community influence PHCN industrial relations policies. They found that there is an inclusive stakeholders’ approach often used in resolving matters of mutual interest involving host community and PHCN. They also suggested the
inclusion of the host community as one of the actors in industrial relations.

John Godard and John Delaney (2000) studied that several leading U.S. scholars have advanced a new industrial relations paradigm, according to which high-performance work and human resource management practices have replaced unions and collective bargaining as the innovative force in industrial relations. They identified critical aspects of the literature on the subject and several criteria such as industrial democracy that need to be used in addition to measures of firm performance in evaluating the new paradigm are suggested.

Nini Yang (2013) studied a comparative approach to identify and address some current trends in unionization and cross-cultural variation in collective bargaining, with special attention to socioeconomic changes and their impacts on union density rates in different economic sectors, societal norms about organized labor, and emerging shifts in collective bargaining coverage and grassroots tactics. He examine key issue such as cultural values, different concepts and ideologies about the labor movement, and unions responses to economic globalization, privatization, and market liberalization, which tend to undermine their bargaining power and recruitment. He found that trade unions have been declining in most industrial societies, largely due to the economic shift from manufacturing oriented to the traditionally non-unionized service sectors, coupled with the relocation of numerous blue-collar jobs to
overseas operations. In contrast he found that, globalization and rapid industrialization have led to the growth of trade unions in some emerging markets, particularly expanding into the private and foreign owned sectors. He argues that unions adaptation in fast growing economies such as China presents an unprecedented opportunity to establish collective bargaining as an effective tool of labor market governance and for organizational justice.

Kan Wang (2008) studied the evolution of Chinese industrial relations after the market reform of 1978, while basing its arguments and conclusion on analysis of the interactions of key actors in the labor arena in China. He found that in the evolution of industrial relations transnational capital and the emergence of self-organized protests by migrant workers. He stated that globalization has introduced the civil society movement to China, which has given rise to an increasing number of NGOs working for labor rights. He found that tight financial and technical connections between grassroots NGOs and international donor organizations make it possible for bottom-up labor activities to counteract the unilateral influence of the state and market over the Chinese workforce. He argues that that tripartism cannot fully disclose the reality of Chinese labor, and that labor representation derives from both unions and self-organization of workers, such as NGOs, which opens more room for the entrenchment of the grassroots labor movement to sustain the balance of power among the state, firms, international market forces and individual workers in the long term.
2.3. Summary and Research Gap

The study of the literature published by different authors on the subject of Industrial Relations across the globe has given a deep understanding about the subject of Industrial Relations. IR is the most primitive form of personnel management which dates back to the eighteenth century. Its relevance is right from the 1769, when James Watt had fought for the patent of the steam engine. IR borrows its basic principles from the various disciplines e.g economics (wages bonus, monetary benefits), law (Labour Laws), psychology (Trade unions and their social framework), Literature review done during this chapter has given an overall understanding of the various theories and views of the experts and authors in the area of Industrial relations. To summarise here that the extensive literature search has been conducted encompassing publications of the Government of India, International Labor Organization, and from other relevant publication's. This chapter has provided deeper insights on the published literature in relation to industrial relations in the and especially focuses on the changes and dynamics impacting the industrial relations in the post liberalization in changing business environment.

However, the published literature does not give much of evidence about the indicators of a good or bad industrial relations. Many authors have described experimentations conducted in the way to manage the industrial relations and many of them have been successful. But, such
practices could not be generalized to evolve as a theory to contribute to
the body of knowledge.

Industrial Relations paradigm in India had dramatically changed
following the adaptation of free market policy in the early nineties. With
the dawn of liberalization, privatization and globalization (LPG), the
country is, by and large, able to preserve a sound and positive
industrial relations climate. This is apparent from the statistical figures
of Union Government’s Labour Bureau, which exhibits drastic decline
of industrial disputes from 3049 in 1979 to 391 (P) in 2009.

Declining trend in the number of disputes and ‘Liberalization’
introduced change of business environment and increased competition
among industries for survival in the global market economy.
Globalization, potential market capacity and availability of workforce led
many MNC’s, representing the best brands of the world, to set up their
manufacturing bases in India, giving a tough competition to their Indian
counterparts. These MNCs prefer managing labour relations through
‘work committees’, which have representatives from various
departments in the company, eventually reducing trade union activism.
The rise of IT industry and the emergence of knowledge workers
contributed further to decline of workers union. Part of the reason was
that workers’ issues and concerns had changed and change of
functional models of industry reduced the area of confrontations, which
is evident from the happenings around, published and unpublished.
Existing literature does not highlight the factors contributing to the quality of industrial relations, though it points towards several enterprise related factors like person related, organization related and external environment related factors.

The literature review has not noticed any comparison of industrial relations related work in India done by different companies. Further, there exists a research gap related to study of strategies adopted by different companies.

This research gap necessitates a study, which would bridge the gaps and would lead to evolving a scientific framework for managing industrial relations, which is more productive and enriching for the Indian firms.