CHAPTER – II

REVIEW OF LITERATURE

Introduction

Though public sector undertakings are the biggest employers in the country, very few studies dealing with either employee welfare or social security measures have been carried out. In fact, in-depth studies on the provision of employee welfare and Industrial Relations in Transport Corporation are negligible. However, some useful literature is available in textbooks and published theses. Further, a good number of articles published in various academic magazines and journals are also available. In this regard, the available literature has been outlined hereunder.

This chapter is divided into two section. In Section. I reviews on labour welfare facilities in different organisations have been given. In Section. II studies on Industrial Relations have been reviewed.

Section. I Reviews on Labour Welfare Facilities

REPORTS OF SURVEYS, COMMITTEES AND COMMISSIONS

The plight of the coal miners was brought to light by the reports of several surveys, committees and commissions. The first report on coal miners was made by Luby\(^1\) in 1917 who investigated into the housing conditions of colliery labour in Bihar and Orissa. In his report, Luby stated that the housing conditions of colliery labour in Bihar and Orissa were so poor and needs immediate improvement. Later, the report submitted by the Royal Commission on Labour\(^2\) represented the first systematic and
comprehensive attempt in this field. But in view of its wide coverage, it could not deal with the problems of coal miners properly. Hughes investigated into the level of wages and the changes in the cost of living of labourers in the Jharia coal field in the wake of second world war. ILO in its publication, “Approaches to Social Security” stated that social security relates to those services which provide the citizen with benefits designed to prevent or cure disease to support him, when unable to earn and to restore him to gainful activity. The Labour Investigation Committee while appointing 38 different Industrial sub-committees entrusted the work on coal sector to Deshpande who made an exhaustive investigation into the work life of coal miners and brought out their miserable conditions in 1945.

Mahindra Committee dealt with the problems of coal industry rather than those of the problems of coal miners. But the report of the Coal Mines Labour Enquiry Committee concentrated its efforts only on the collieries of the Hyderabad state. Anyhow, the Labour Bureau conducted a sample survey during 1962-63 to study the living conditions of labour employed in the coal industry. The findings were published in two separate reports out of which one dealt with the public sector coal mines and the other covered all the Indian coal mines. Fortunately, the National Commission on Labour appointed separate study groups for knowing the problems of coal workers in different coal mines. The study groups on coal made certain important suggestions to improve the conditions in collieries. The Committee on Labour Welfare made various recommendations to the Government about the need for the provision of a minimum standard of welfare to coal miners.
TEXT BOOKS

Joshi (1927)\textsuperscript{11} in his book, “Trade Union Movement in India” felt that welfare work covers all the efforts which employers make for the benefits of their employees over and above the minimum standard of working conditions fixed by the Factories Act and over and above the provisions of the social legislations providing against accident, old age, unemployment, sickness etc.

Seth (1940)\textsuperscript{12} in his book “Labour in Indian Coal Industry” discussed the agonies of Indian Coal miners under colonial rule.

Radha Kamal Mukerjee (1945)\textsuperscript{13} in the book, “The Indian Working Class” dealt with the problems of low earnings and the sad state of housing then prevalent in the Indian Collieries.

Srivastava (1970)\textsuperscript{14} in his book, “A Socio-Economic Survey of the Workers” in the Coal Mines of India (with special reference to Bihar) studied the socio-economic conditions of coal workers in Bihar. The study found that the socio-economic conditions of miners in Bihar are so poor due to high indebtedness, low wages and poor welfare facilities.

Hasan (1972)\textsuperscript{15} in his book, “The Social Security System of India” felt that social security schemes have characteristics such as provision of cash and medical relief and also the active involvement of the State in the provision of social security. He further stated that social security benefits are provided to employees as of right.
Kudchelkar (1979)\textsuperscript{16} in his book, “Aspects of Personnel Management and Industrial Relations” felt that the need for labour welfare arises from the very nature of the industrial system. He felt that employers need to provide welfare facilities to employees as the latter are exposed to various risks and at the same time they have to work in an entirely strange atmosphere.

Tyagi (1982)\textsuperscript{17} in his book, “Labour Economics and Social Welfare” discussed the labour welfare practices in India such as the provision of intra-mural and extra-mural welfare facilities. He also discussed the various agencies involved in labour welfare. However, the study is totally theoretical in nature.

Pramod Varma (1987)\textsuperscript{18} in his book, “Labour Economics and Industrial Relations” stated that organisations provide three types of welfare facilities. According to him, the first type of welfare facilities is related to the provision of subsidised canteens, crèches and medical facilities while the second type of welfare facilities is related to consumer cooperative stores, cooperative credit societies and educational assistance. The third type of welfare facilities is provided by community centres, welfare centres etc.

Ahuja (1988)\textsuperscript{19} in his book, “Personnel Management” emphasised the need for labour welfare and social security in India. He felt that provision of welfare and social security measures makes the employees satisfied with their jobs leading to their improved performance.
Arun Monappa (1990) in his book, “Industrial Relations” discussed labour welfare and social security measures in detail. He also explained the various problems faced by the enforcement machinery in the implementation of these welfare and social security measures.

Tripathi (1998) in his book, “Personnel Management & Industrial Relations” explained the principles of labour welfare services, types of labour welfare services, different legislations and Acts. He also discussed the social security measures in terms of medical care, sickness benefit, unemployment benefit, maternity benefit etc., besides explaining the social security system in India.

David, A Decenzo (2001) and Stephen P. Robbins in their book, “Personnel / Human Resource Management explained the various benefits and services provided by the companies to their employees. According to them, the legally required benefits and services include social security premiums, unemployment compensation, workers compensation and state disability programs. They felt that the cost of the voluntary benefits offered appears to be increasing.

Kannan (2001)\textsuperscript{24} stated that the ever increasing demand for welfare funds for each and every sub-sector of the informal sector may be viewed as a desperate reaction of the workers for a measure of social security in an unprotected labour market.

Pylee and Simon George\textsuperscript{25} in their book, “Industrial Relations and Personnel Management” stated that companies should provide retirement benefits such as provident fund, gratuity and pension to employees. They felt that the provision of these benefits assists employees to be free from fear of want and fear of starvation besides instilling in them a feeling of security.

Punekar, Deodhar and Sankaran (2004)\textsuperscript{26} in their book, “Labour Welfare, Trade Unionism and Industrial Relations” stated that labour welfare is anything done for the comfort and improvement, intellectual and social-well being of the employees over and above the wages paid which is not a necessity of the industry.

Shashi, K. Gupta and Rosy Joshi (2005)\textsuperscript{27} in their book, “Human Resource Management” discussed “labour welfare” in detail. The book covers all the aspects of labour welfare such as types of labour welfare, statutory provisions concerning welfare, approaches to welfare and also the significance of labour welfare.

Mamoria et al.,(2005)\textsuperscript{28} in their book “Dynamics of Industrial Relations” discussed the welfare facilities provided by various organisations such as cotton mills in Mumbai, Jute mills, steel plants, mines, plantations, railways, postal & telegraphs, ports and dockyards. They also discussed the employee welfare measures undertaken by the Government from the First Five Year Plan to Eighth Five Year Plan period.
Singh (2005) in his book, “Industrial Relations: Emerging Paradigms“ stated that social security is an attack on five giants such as wants, disease, ignorance, squalor and idleness. According to him, social security is not a burden but a kind of wise investment that offers good social dividends in the long run.

Venkata Ratnam (2006) in his book, “Industrial Relations” discussed the provisions made for social security in the constitution of India, labour legislations, collective agreements and voluntary arrangements for the organised sector. He also discussed the key issues in social security in the context of the emerging socio-economic environment.

Micheal Armstrong (2006) in his book, “A Hand Book of Human Resource Management” discussed the various welfare services provided to employees in detail. He stated that the provision of welfare services in terms of individual services, group services and employment assistance programs help in improving the identification of employees with the companies in which they are employed.


Aquinas (2007) in the book, “Human Resource Management” explained the intra-mural and extra-mural welfare benefits provided to employees. He stated that some welfare benefits are provided as per legislation while some other welfare benefits are
provided voluntarily by management or as a result of bi-partite settlements between the Management and Trade Unions.

Scott Snell and George Bohlander (2007)\(^34\) in their book, “Human Resource Management” throw light on the various benefits especially social security benefits such as provident fund, gratuity, pension and insurance cover provided to employees.

Gary Dessler and Biju Varkkey (2009)\(^35\) in their book, “Human Resource Management” discussed the benefits and services provided to employees in India. They also discussed the benefits to be provided as per Central or State Law besides the discretionary benefits provided by employers.

John M. Ivancevich (2010)\(^36\) in his book, “Human Resource Management” stated that an employer has no choice about offering mandated benefits programs and can not change them in any way without getting involved in the political process to change the existing laws. According to him, the three mandated programmes are unemployment insurance, social security and workers compensation.

Aswathappa (2010)\(^37\) in his book, “Human Resource Management” discussed the various types of benefits and services provided to employees in terms of payment for time not worked, insurance benefits, compensation benefits, pension plans etc. He also discussed the ways to administer the benefits and services in a better way.
THESES

Chattopadhyay Ramakrishna\textsuperscript{38} in his thesis, “Social Perspective on Labour Legislation in India” discussed in detail about the importance given to social security in various legislations, which are enacted from time to time by the Government of India.

Punekar Sadanand Dattatreya (1942-49)\textsuperscript{39} in his thesis, “Social Insurance of Indian Industrial Workers” stated that social insurance aims at granting adequate benefits to the insured on a compulsory basis in times of unemployment, sickness and other contingencies with a view to ensure a minimum standard of living. He concluded that social insurance is absent in almost all the industries barring a few.

Srivastava (1953)\textsuperscript{40} in his thesis, “Labour Welfare in India” detailed upon the labour welfare measures undertaken by select public and private sector companies in India. He found that public sector companies are far better than their private counterparts in the provision of welfare facilities to workers and employees.

Agarwal Amarnarain (1957)\textsuperscript{41} in his thesis, “Insurance in India with reference to Social Security” explained the role of insurance in providing social security to people. He felt that huge scope exists for insurance business in India as the penetration of insurance business among the masses is highly low.
Shanti Arora (1957) in the thesis, “The Social Security in India” felt that the various Acts and legislations made by the Government failed to provide social security to the masses.

Verma Omprakash (1958-65) in his thesis, “Labour Welfare and Industrial Peace in India” stated that many industries failed to provide adequate welfare facilities to their employees due to which industrial unrest had become a common phenomenon among various industries.

Badhwan (1959-64) in his thesis, “Workmen’s compensation Act, 1923 - with special reference to coal Mining Industry in India” stated that the compensation paid to coal miners who died in mine accidents is very low. Hence, he felt the need for increasing the compensation payable to employees.

Kapoor Suraj Krishan (1961-64) in his thesis, “Social Security for Industrial Workers in Madhya Pradesh” explained the various social security measures provided to industrial workers by the Central Public Sector enterprises, State level public sector enterprises and unorganised sector. The study found that unorganised sector employees are deprived of almost all the social security measures.

Dharam Veersingh (1963-67) in his thesis, “Social and Economic Welfare Services in Uttar Pradesh” felt that the successive governments after independence could not provide the required social and economic welfare services to the needy people due to which many people were living below the poverty line.
Ranjan Bhattacharya (1965)\(^{37}\) in his thesis, “Social Security Measures in India” stated that the Government enacted various Acts to provide social security to industrial workers. But the Government Machinery failed to implement the various Acts related to social security in India.

Sharma (1974)\(^{48}\) in his thesis, “Living Conditions of Colliery Workers in Jharia Coal Field’s” examined the working and living conditions of workers and employees in Jharia coal fields. The study found that the working and living conditions of workers and employees who are working in the mines are very poor and hence the living conditions need to be improved a lot.

Saktipada Dutta (1976)\(^{49}\) in his thesis, “A Study of Labour Productivity, Wages and Profits in the Coal Mining Industry of Bihar” discussed the productivity and profits of coal mining industry in Bihar. The study found that the productivity and profitability in the coal mining industry are quite low due to various factors and forces such as high absenteeism, militant trade unionism, and high turnover of employees.

Mishra (1978)\(^{50}\) in his thesis, “History and Working of Trade Unions in the Coal Mining Industry of Bihar” discussed the history, growth and development of trade unions in the mining industry. He also discussed the role of trade unions in mitigating the problems of workers and employees.
Viswakarma (1978)\textsuperscript{51} in his thesis, “An Economic Survey of Labour Conditions in Penchavalley Coal Fields of Madhya Pradesh” explained the working and living conditions of workers in detail. The study found that labour conditions in the Penchavalley coal fields are so miserable as health and safety facilities are not provided up to the required extent. In view of this, he felt the need for improving the working conditions, health care and safety facilities.

SubbaRao (1980)\textsuperscript{52} in his M.Phil. dissertation, “Women Welfare in Jute Industry (A Study on Welfare Programmes in selected Jute Mills Eluru in Andhra Pradesh)” explained the welfare facilities provided by companies such as Shri Bhajaranga Jute Mills, Guntur, Shri Krishna Jute Mills, Eluru to their employees in detail. The study revealed that these companies have to do a lot in the area of welfare for the betterment of women employees.

Narayana Murthy (1992)\textsuperscript{53} in his thesis, “Employee Welfare in Public Sector – A Study on Selected Units in Visakhapatnam” discussed the various welfare facilities provided by public sector companies like - BHPV Ltd, Hindustan Shipyard Limited, Visakhapatnam, Port Trust, and Dredging Corporation of India. The study concluded that all the four public sector enterprises are highly employee welfare oriented with insignificant differences.

Tanna Mona (1993)\textsuperscript{54} in her thesis, “Social Security Schemes for Industrial Workers: A Study of Employee’s State Insurance Scheme in Madhya Pradesh” detailed about the various social security measures provided to employees with special emphasis on the benefits provided to employees under Employees State Insurance Scheme.
Krishnaiah (1994)\textsuperscript{55} in his thesis, “Work Life and Welfare of Coal Miners in SCCL” studied the work life of coal miners comprehensively. The study found that the work life of employees is poor. However, it is being offset by the provision of welfare facilities.

Kishore babu (1994)\textsuperscript{56} in his thesis, “Social Security Measures in Public Sector-A Study of Selected Industries in Visakhapatnam” discussed the various social security measures provided by HPCL, BHPV and Hindustan Shipyard Limited to their employees. The study showed that all these three public sector enterprises have been highly employee-oriented in terms of the provision of social security measures.

Anita Kumari (1994)\textsuperscript{57} in her thesis, “Terminal Benefits to Industrial workers with special reference to India” pointed out the wide variations across various industries in the provision of terminal benefits to industrial workers in India.

Aruna Valli (1995)\textsuperscript{58} in her thesis, “Social Assistance for Industrial Labour in India” analysed the social assistance programs undertaken by the Government of India and also various state governments for the benefit of industrial labour in India.

Sambasiva Rao (1996)\textsuperscript{59} in his thesis, “A Study of Welfare, Health and Safety of Workers in the Cement Industry of Guntur District” probed into the health, safety and welfare measures provided by various cement companies in the Guntur district of Andhra Pradesh. The study found that large cement companies provide better health, safety and welfare measures as compared to small and medium scale cement companies.
Moulvi (2003)\textsuperscript{60} in his thesis, “Impact of Social Security-cum-Labour welfare Measures on Production, Absenteeism and Attitudes of Industrial workers - A Comparative Study of KSRTC Regional Work Shops of Hubli and Bangalore” found that the productivity of the workers has increased with the provision of welfare facilities. Further, employees have formed positive attitudes. However, provision of social security and welfare measures has not helped in the reduction of absenteeism.

Srinivasa Rao (2004)\textsuperscript{61} in his thesis, “Functioning of Trade Unions in Indian Coal Mining Industry: A Case Study of Singareni Collieries Company Limited” studied the functions of trade unions at length. He also explained the role of trade unions in improving the quality of work life of employees in SCCL.

Rama Vani (2006)\textsuperscript{62} in her thesis, “Incentive Schemes in Coal Industry: A Case Study of Singareni Collieries Company Limited” discussed the various incentives provided by SCCL to its employees so as to improve the productive performance of the company. She concluded that the incentives provided by the company helped in improving the productive performance of the company.

Venkateswara Rao (2006)\textsuperscript{63} in his M.Phil. dissertation, “A Study of Health and Welfare Measures for workers in Singareni Collieries Company Limited inquired into the various health and welfare facilities provided by the company to its employees. The researcher concluded that SCCL is highly employee-welfare oriented.
Srivastava (2007) in his thesis, “Study of Labour Welfare and Social Security in the Industrial undertakings of RaiBarelli District” discussed comprehensively about the various welfare and social security measures provided by various companies in the district. The study found that a majority of the companies is employee welfare and social security oriented.


MAGAZINES AND JOURNALS

Kerr et al. (1960) in their article, “Industrialism and Industrial Man: The Problems of Labour and Management in Economic Growth” felt that a committed worker is he who has broken his links with the village economy, and has become a permanent member of urban industrial wage earner and does not hope to return to his village. Further, they felt that all the aspirations and expectations of workers should be fulfilled through the industrial job.

Veldkamp (1973) in his article, “The Coherence of Social Security Policy” emphasised that coherence of social security systems is not just desirable, it is an absolute necessity. With increased prosperity, there is now a very much stronger need for an even higher standard of social security. He also stated that various systems are expanding rapidly and as a result, the financial and administrative burdens involved are also steadily growing. Hence, there is a strong need to simplify the policies and practices involved in social security arrangements.
Garewal, K.S. (1978) in his article, “Dimensions of Welfare in Coal Industry” stated that the nationalisation of coal industry in 1973 has brought about a major change in its operating philosophy and as a result employee welfare has been accorded top priority.

Vijay, G (1999) in his paper, “Social Security of Labour in New Industrial Towns” felt that social security in the formal sector has an institutionalised expression. He felt that social security is a complex issue since it involves migration of labour from rural areas to new townships. He also felt that the labour in the new industries is recruited on contractual or casual basis. He also mentioned about various institutions through which social security finds expression. Further, he analysed the attributes that would enable access to these institutions.

Madhumathi and Desai (2003) in their article, “Analysis of Pre and Post Reform Security and Labour Welfare Expenditure in Karnataka State Road Transport Corporation” analysed the social security and labour welfare measures provided by KSRTC in detail. The study found that labour welfare expenditure in KSRTC had grown year after year under pressure as well as the changing relations between employees and management. They further found that per capita labour welfare expenditure had increased substantially during the post-reforms period.

Nalini Nayak (2005) in her article, “Social Security for the Unorganised Sector” felt that the bill assuring social security for workers in the unorganised sector does not go far assuring access rights to natural resources enjoyed as per tradition by
certain groups or organisations. She also stated that in the state of Kerala, workers agitated in a sustained manner for recognition of their rights. However, for lack of state support, these organisations are dwindling in number.

Raju and Jena (2005)\textsuperscript{72} in their article, “Pioneering Welfare Practices in Oil and Natural Gas Corporation Limited-Rajahmundry Asset” stated that the labour welfare practices adopted by ONGC contributed to the economic development in total by moulding workers into a productive, efficient and committed labour force. Further, it has tremendous potentialities for fostering good industrial relations.

Sakthivel, S. and Pinaki Poddar (2006)\textsuperscript{73} in their article, “Unorganised Sector Workforce in India” stated that the pro-rich and pro-capital policy of the present regime is reflected in the recent downward revision of the interest rate of the subscribers of provident fund. Further, the move towards defined contributory schemes away from defined benefit scheme of pension funds is not good. In short, given the poor affordability and lack of institutional mechanism, any design of social security that relies heavily on a contributory basis is bound to fail dismally.

Ravi Duggal (2006)\textsuperscript{74} in his article, “Need to Universalise Social Security” stated that those who can afford it get their own social security through a public mandate and those who can not afford it have to buy or arrange their own social security. Further, he stated that the malaise can only be overcome by universalising social security.
Venkateswara Rao and Rajesh (2007)\textsuperscript{75} in their article, “Singareni Collieries Company Limited: The Great Turnaround Story” analysed the reasons for the sickness of SCCL. They also discussed the various measures taken by the company for the successful turnaround of the company.

Debashish Sengupta (2007)\textsuperscript{76} in his article, “Responsibility for Sustainability – The Changing Face of Corporate Social Responsibility” stated that organisations should design welfare schemes keeping in view the well-being of employees. This is because, the provision of welfare facilities leads to a motivated and happy work force, who are obviously more productive, efficient and creative, ultimately leading to the formation of a performing organisation.

Anjali Ganesh and Vijayi D. Souza (2008)\textsuperscript{77} in their article ”Social Security and Welfare Measures at New Mangalore Port Trust - A Case Study” felt that employees at NMPT are quite satisfied with the social security benefits provided by the organisation. They also stated that the provision of welfare facilities and social security benefits has a greater influence on the working of employees through psychological and social satisfaction.

Kala (2008)\textsuperscript{78} in her article, “Social Security of Unorganised workers” felt that people who are employed in shops and establishments, handlooms and power looms, agriculture, construction are not covered by social security measures and hence the government introduced Aam Admi Bima Yojana and Indira Gandhi National old Age pension scheme to help the unorganised sector employees as well as the old people who are above 65 years of age.
Deepika (2008)\textsuperscript{79} in her article, “A Relook into the Measurement of Human Welfare and Happiness” stated that Governments should measure the gross National Happiness (GNH) rather than Gross National Product (GNP) as gross national happiness is a better indicator of human welfare and happiness.

Venkateswarlu (2008)\textsuperscript{80} in his article, “Social Security Measures for the Empowerment of the Aged” highlighted the various social security measures provided by the Government in terms of old age pension, old age homes, mobile geriatric measures, marginal subsidies on train and flight tickets for empowering the old age people.

Sudansu Rath (2008)\textsuperscript{81} in his article, “Public Choice, Public Policy and Social Welfare in a Democratic Country: A Theoretical Analysis” felt that Governmental intervention is required in the case of market failure. Public choice, public policy and social welfare concepts are relevant in the context of a democratic welfare state. He also stated that public policy determined by political behaviour misrepresents public choice and deviates from maximum social welfare. Finally, assessment of social welfare and social justice rests on value judgement.

Paromita Goswami (2009)\textsuperscript{82} in the article, “A Critique of the Unorganised Workers Social Security Act” made an attempt to discuss the unorganised workers security Act, 2008. The writer felt that the Act does not make it mandatory for the Government to introduce new welfare schemes. It unfairly divides unorganised workers into those below the poverty line and those above, and is silent on a national minimum wage, improving working conditions, and the problems of women workers like unequal pay, sexual harassment at the work place etc.
Mukul, G. Asher (2009)\textsuperscript{83} in his article, “Pension Plans, Provident Fund Schemes and Retirement policies: India’s Social Security Reform Imperative” stated that the major objectives of any social security system are consumption smoothing over an individual’s life time, insurance against longevity and inflation risks, income redistribution for society as a whole and poverty relief. He felt that these have to be traded off against economic growth, labour market efficiency and labour market flexibility.

Hitesh I. Bhatia (2010)\textsuperscript{84} in his article, “Social Security for the Most Overlooked Human Resources in India” stated that the formal social security support is available to only a small fraction of India’s labour force working in the organised sector. A massive 93 per cent of the labour workforce in the unorganised sector continues to remain uncovered by any social security programs despite its huge contribution to the GDP.

Jeya A. and Kirubakaran Samuel (2010)\textsuperscript{85} in their article, “A Study on Impact of Social Welfare Schemes on Rural women in Cuddalore District” dealt with the impact of social welfare schemes on rural women. It also outlined the extent of benefit availed by the rural women based on field survey. The result is that rural women are greatly benefited by the provision of social welfare schemes.

Poongavanam (2011)\textsuperscript{86} in his article, “A Study on Labour Welfare Facility (with reference to AFT, Pondicherry) made an attempt to study the Welfare facilities provided by a large, well-recognised Government enterprise in Pondicherry, namely Anglo French Textiles. The study found that welfare measures will improve the physique, intelligence, morality and standard of living of workers, which in turn will improve their efficiency and productivity.
Section II Reviews on Industrial Relations

This section deals with the review of literature in connection with Industrial Relations and employee retention. There are numerous publications which have made significant contributions to the theoretical discussion. The review of literature pertaining to industrial relation as well as employee retention is discussed below:

K.G. Desai conducted a comparative study of motivation of blue collar and white-collar workers of three industries located in Bombay and Kollapur cities in Maharashtra state. Adequate earnings, security in job and fair treatment of grievances were important motivators for both workers. Opportunities for advancement were considered to be more important to white collar workers than blue-collar workers.

Saxena R.C.'s study on industrial relations in selected units examined employment, earning and expenditure, the maintenance of personnel, attitude of the employees towards policies, the growth and development of labour movement and industrial relations in five selected industrial units representing four sectors of industrial activity viz, sugar, distillery, vanaspati and textile.

Gangadhara Rao. M. in his study entitled, "Industrial relations in Indian Railways", has investigated the personnel and union - management relations with special reference to post - independence period. The study analyzed trends in employees’ remuneration, hours of employment, absenteeism, discipline, employees unions and leadership in Indian Railways.
Ishwar Dayal and Baldev R. Sharma's study on "Strike of Supervisory Staff in the State Bank of India" examined industrial relations situation in the State Bank and the events preceding the strike, the reasons for the strike, and described the immediate post-strike phase and the subsequent stage reconstruction of relationships between the management and the employee’s federation.

Baldev R. Sharma has conducted a study on “Organizational Determinants of Supervisory Management Relations in Corinthian Bank Limited.” A combination of three factors namely, style of management, monetary benefits & absence of disparities was found to explain 58 percent of the variation in supervisory management relations. The said combination represented the best equation.

Ramana Rao P. V. made a study on "Industrial Relations in Andhra Pradesh State Electricity Board" and examined the nature of personnel and union management relations in the electricity board and explained why interests and attitudes of the management and labour came into conflict, how conflicts were resolved and how new problems would emerge in future.

Baldev R. Sharma and Sundararajan P.S. in their study on Organizational Determinants of Labour Management relations in India” investigated factors determining labour management relations in 50 companies. Of the nine factors studied, the two included in the best equation scope for advancement and grievance handling was found to be the most critical determinants. Together these two factors accounted for 58 percent of the variation in labour management relations across the 50 companies.
Menon P.K.S.\textsuperscript{94} in his study on "Personnel Management in Banks" examined the procedures, practices and policies prevalent in personnel administration in banks in India. He identified that behind the facade of trade unionism the bullies influenced every facet of management whether it was collective bargaining, grievance procedures, disciplinary matters, departmental enquiries or employee managerial relations.

Baldev R. Sharma & Das G.S.\textsuperscript{95} study on "Organizational Determinants of Human Relations in the Banking Industry", identified advancement, welfare, money, recognition and appreciation as factors which constituted the best combination in explaining variation in supervisory - management relations in banks. These factors together contributed 78 percent variation in human relation in banking industry. It was also found that relationship between welfare and employer - employee was positive and improvement in one factor contributed to the improvement in the other.

Narasimha Rao V.L.\textsuperscript{96} study on "Determinants of Strike Activity in Major Industrial Units in Vishakhapatnam", made an assessment of the strike activity among the employees in the selected units and identified the underlying causes thereof. It was found that strikes happened due to problems of adjustment in the union - management relations. Collective bargaining has reduced the scope for conflict in Vishakhapatnam.

Subba Rao.\textsuperscript{97} in his study on, "Industrial Relations in Sugar Industry in Andhra Pradesh", conducted a delved deep into the problems of industrial relations in sugar industry, and identified the root causes of various problems and suggested suitable ways and means to solve the problems.
Baldev R. Sharma's study entitled, "Not by Bread Alone - A study of Organizational Climate and Employer - Employee Relations in India", examined the determinants of employer - employee relations in 51 public sector and private sector industrial units in India. Grievance handling and objectivity were the two dimensions of organizational climate together explained 83 percent of variation in supervisory - management relations. Advancement and grievance handling were the two most critical factors influencing labour - management relations. In public sector units, participation and objectivity were the determinants of labour -management relations.

Baldev R. Sharma and Venkataratnam.C.S. in their study on "Organizational Climate and Supervisory - Management Relations in ISPAT - NIGAM", found that grievances handling, recognition and participate management was the dimensions of organizational climate determining supervisory - management relations in that unit.

Subba Rao. A.V. in his study entitled, "Labour Management Co-operation and Conflict in the Indian Steel Industry - A Tale of the Two Sectors", examined the comparative level of labour management co-operation and conflict in public sector Bokaro Steel Plant and private sector Tata Steel Plant. Collective bargaining, recognition of trade unions, closer association of employees with management and workers participation was the aspects studied.

Khandekar. N.C. in his study on “Multiple Unionism in Banks” investigated the multiple unionism, the growing inter - union rivalry, its continuing implications for the managements of the banks, the unions of officers and employees. The study focused on the factors influencing unionization, the causes of multiplicity of
Unionism and the consequence of multiplicity of unions. Leadership struggle, styles, political affiliations, management policy and regional feelings were some of the issues highlighted in the study.

Joseph Stanley's study on “Workers Participation in Management in India in Selected Public and Private Sector Undertakings”, examined the influence of socio-economic factors of individuals on the participative bodies, the assessment on impact of participation in the organization and also identified the problems faced by members of participative bodies. The working of the participative committees was quite satisfactory. Lack of legislative framework and lack of training and education were the two main problems of participation.

Rama Rao. K. in his study entitled "Labour - Management Relations in Cotton Textile Industry in Andhra Pradesh", examined the various causes for conflicts between labour and management in the cotton textile industry in Andhra Pradesh and suggested measures to minimize conflicts and enable labour and management in cotton textile industry in Andhra Pradesh to establish a better understanding and greater mutual cooperation between them.

Rama Prasadha Rao's study on "Human Factor in Municipal Services: A Study of Selected Municipalities in Coastal Andhra", focused on the socio-economic background of municipal personnel and to analyze the method of recruitment, training and development in municipalities. Monetary emoluments and benefits of municipal personnel, job motivation and job satisfaction of employees were also examined. Union - management relations among municipal employees were also studied.
Aruna Manikdy and Jacob Manikdy's study on "Meaning of Working: A Study of Bank Employees" was an investigation based on a cross-cultural study by an international team. This study on Indian bank organizations has provided a tested methodology that can be tried out in organization’s specific situations. It was found that what individuals come to think of working is influenced more by their work experience than age or educational background. The priority factors like pay and security were prominent among all respondents and more so among younger employees and lower level of management.

Shaik Mohamed’s study on "Professional Management and Organizational Effectiveness" identified the determinant of professional management, evaluated the organizational effectiveness of sample units from growth and profit dimensions and analyzed the relationship between the professional management and organizational effectiveness. The study was conducted in electrical manufacturing industry consisting of public sector and private sector units in Tiruchirappalli district. External relations and managerial participation emerged as the best combination and strongest determinants of professional management. Among the different measures of effectiveness, growth effectiveness score was predominant. Effectiveness increased from small scale to large-scale units, which had professionalization.

Giri D. V. ’s study on "Industrial Relations in the Printing Industry of Orissa: A Case Study of Cuttack", found that industrial relations in the commercial printing industry of Cuttack was in an unorganized, fluid and morbid state. Neither the employers
nor the workers gained in this sector. The government intervened only when conflicts arose and when the intervention was sought. Two external factors namely, the product market and the government virtually shaped the industrial relations system.

Sivaprakasam. P’s\textsuperscript{108} study entitled "Personnel Management in Central Co-operative Banks in India - Policies and Practices" examined the personnel management policies and practices in central co-operative banks and employees' attitudes towards personnel policies and their job satisfaction.

Umesh C. Patnaik’s\textsuperscript{109} study on "Quality of Work Life in Public Sector Banks: An Empirical Study" examined how far the satisfaction of human needs, according to the priority given, acted as motivational factor in determining the quality of work life, and also in which type of needs of bank employees were highly dissatisfied. Material needs, career success needs social needs, security needs, and esteem needs were assessed in relation to jobs and work places of the executives and non-executives of different public sector banks in Berhampur City.

Aruna Manikdy's\textsuperscript{110} study on: "Women Executives in Banks: A Profile" focused on women executives’ self-image, their locus of control, interactions with subordinates and family background. The study aimed at understanding women executives from banks as persons, managers and leaders. It also aimed at drawing up, their profile in relation to certain aspects as person-centered traits of, education and organizational culture realities.
Khan. F.H’s\textsuperscript{111} study on, “Human Resource Development in Banks” found that for human resources development in banks, training, placement, and effective appraisal system, and job rotation, development of healthy attitudes, employee satisfaction, leadership and morale were the aspects required to be concentrated. It was stated that creating HRD climate in the branch, developing a family culture in the branch, grievance handling and maintaining good relations with employees were necessary for improving HRD climate in banks.

Ramesh Kumar M.N.’s\textsuperscript{112} study on "Personnel Management in Banks" examined the recruitment and selection policies and procedures in Warangal District Central Co-operative Bank, analyzed the training courses offered and the executive development programmes, and also the promotion policies and lines of promotion that was available in central co-operative banks.

Kesar Singh Bhangoo’s\textsuperscript{113} study on "Dynamic of Industrial Relations" examined the growth and structure of trade unions, workers participation in trade unions and correlates of union participation, the existing industrial relations scene in cotton textile industry in the state of Punjab. Also the role of workers, trade union leaders, management and government officials to maintain peaceful relations between labour and management were examined and policy recommendations to achieve industrial peace were offered.

Jacob Manikdy's\textsuperscript{114} study on "Changing Employment Relations in Banking: The Emerging Role of Management" investigated the banking industry and the impact of
globalization on banks, employment relations between bank unions and management, changes in the orientations in employment relations, the emerging role of management with a view to developing complementary industrial relations process in banks. The use of this approach could bring about an effective blend of human relations and industrial relation.

Gani. A and Riyaz Ahmed’s\textsuperscript{115} “Equality Correlates of Work Life - An Analytical Study" conducted in Hindustan Machine Tool, a central public sector undertaking located in Jammu and Kashmir examined at empirical level various components and correlates of quality of work life. These were combined in four categories: working environment factors, relational factors, job factors and financial factors. The study unfolded a grim story of the economic and living conditions of workers. The results drew attention to the fact that adequate financial returns from the job, besides desire for job security, better working conditions and advancement opportunities continued to be the major consideration in employees working lives.

Neelu Rohmetra's\textsuperscript{116} study on "Human Resource Development in Commercial Banks in India" has investigated into the HRD practices in two banks namely State Bank of India and the Jammu and Kashmir Bank Ltd. The components of HRD system identified in the study were: manpower planning, training, appraisal system, job rotation, role analysis exercises, quality circles, career system, welfare system, human resource information system and research in human areas. HRD climate in SBI was far more conducive than that in J & K Bank. Several factors such as career development
opportunities, good working condition, team work, good union, management relations were responsible for this.

Mani Arun Nandhi's study entitled "Leadership Behavior Pattern – A Comparative Study of Female and Male Officers in the Banking Sector" examined how women behaved in leadership positions, how well they performed in their managerial roles and explored the relationship between selected job and biographical variables and their leadership behaviors and effectiveness. The results of the findings were then compared with those of the men in managerial positions to the Indian public sector banks.

Das. H. in his study on "Trade Union Activism - Avoidable or Inevitable?" has examined the trends of strikes and lock-outs in the pre-liberalization period and post-liberalization period. Militancy in trade unionism, constant wage spiral, growing ancilarisation, declining trade union membership, multiplicity of unions, and union rivalries were the highlights of the study. The present situation was the outcome of factors such as declining trade union membership, poor finance, influence of policies, dominance of outside leadership for effective negotiations, multiple subscription of union membership, inter and intra union rivalry arising out of multiplicity of unionism. These were all structural reasons.

Balasubramanian, A.G.'s study entitled "Certain Considerations in the Weightage for Promotions: An Analysis of Agreements in Banks", explored the existing weightage schemes in eight banks and tried to bring out some of the problems
and issues in determining a proper weightage scheme. Factors like range restriction, stipulation of minimum, offsetting of weights, the number of components, and their inter-linkages were explored. These issues have been raised at an analytical or conceptual level and required empirical verification. The effect of each of the policy changes also needed to be checked out in actual practice.

Md. Musharaf Hossain’s study entitled "Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Private and Public Sectors" was designed with a view to investigate the satisfaction of Commercial Bank employees and its consequences on related issues. The results revealed that the public sectors bank employees were in a better position in terms of their job satisfaction than the private sector employees. The executives were more satisfied than the non-executives. Job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. Bank employees perceived their job as highly stressful irrespective of their rank and status in the organization. Moreover, banking employees in Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status and absence of recognition for good work. Finally some recommendations are made to improve the situation to provide better quality of services to the customers.

A.M. Mohamed Sindhasha’s study on “Employment Relations in Public and Private Sector Banks in Select Districts of Tamil Nadu”, was confined to collective
employment relations. In fact it deals with the relations between employees and management at the higher level on the one hand and individual employment relations. On the other this implies the relations between superiors and subordinates at the branch level. The factors influencing collective employment relations and individual employment relations were identified. The relationship between the socio-economic characteristics of the respondents and employment relations in commercial banks has been studied with a view to identifying the factors influencing employment relations.

Rezaul Hua\textsuperscript{122} in his study titled “Industrial Relations in India” analyzed the present scenario of Indian Industrial Relations equitable. The industrial relations should be considered as an essential part of management systems and techniques and not as a discipline or activity apart from management. The study analyzed the industrial relation in India as equitable. This report scrutinizes the three main approach (economic rationalism, civil libertarianism and equal employment opportunity and social justice too. Further, the study identified the equity of Indian industrial relation such as child labour, cross culture management, trade union wage discrimination and individualism. A desk project done by SWOT Analysis of marketing at IIPM Gurgaon entitled on the “Industrial Relations Problems in an Automobile Industry” identified the factors that lead to labour unrest at a factory and the impact of such incidents. The case study focuses on the Industrial Relation problems faced by Honda Motor Cycle & Scooters India (HMSI). The study discussed the various reasons which led to the dispute between the management and employees of HMSI. The study elaborates the incidents, which led to the strike at the company that resulted in HMSI workers being severely beaten up by the
police. Labour strike and the management's inability to deal with it effectively had resulted in huge losses for the company due to the fall in the production level at the plant. In addition to this, the company also received a lot of negative publicity as newspapers and TV channels gave wide coverage to the violence of the action. The study highlights the growing number of instances of clashes between the employees and the management of companies in India, which is often guided by external parties such as trade unions and political parties. It also highlighted the growing number of instances of clashes between the employees and the management of companies in India, which is often guided by external parties such as trade unions and political parties.¹²³

Venugoplan¹²⁴ in his thesis entitled “Industrial Relations in the Public and Private Enterprises in Kerala” examined the nature and causes of disputes, the role and involvement of employees, trade union leaders and management personnel in disputes, union management relations involvement of employees in trade union activities and the performance of the settlement machinery. The study covers a decade from 1996 to 2005. The study identified that the economic benefits like wages, bonus and allowances provided to employees in the public and private enterprises in Kerala were not sufficient, which were the causes of the disputes in these sectors. The workload is another cause of dispute in the public and private enterprises in Kerala. Violation of agreement is an important cause of disputes in the public sector. The existing union management relationship is found to be moderate. The study also revealed that the conciliation and negotiation were the most preferred and usually used form of dispute settlement in both the private and public sectors.
Ram Reddy\textsuperscript{125} in his research study entitled “Industrial Relations in India: A Study of the Singareni Collieries” aimed at identifying the factors which were responsible for the adverse labour management relations in Singareni and to suggest suitable remedies. The study also aims to evaluate the industrial relations policy of the Government and the processes evolved by it. The researcher ascertains the effectiveness of the various preventive processes adopted in Singareni for establishing harmonious labour management relations and the causes for their failure. The study identified the root causes of strikes in Singareni and suggests suitable measures for minimizing the industrial unrest.

T.N. Kapoor\textsuperscript{126} in his research study entitled “A study on industrial relations and its effectiveness” aimed at identified that Industrial Relations should be understood in the sense of labour management relations as it percolates into a wider set of relationship touching extensively all aspects including wages, welfare and social security, service conditions, supervision and communication collective bargaining etc., attitudes of parties and governmental action on labour matter.

R.A. Lester\textsuperscript{127} “Industrial Relations” observes in his study that Industrial Relations involve at workable solutions between conflicting objectives and values between incentive and economic security, between discipline and industrial democracy, between authority and freedom, between bargaining and co-operation.
According to A.S. Mathur,\textsuperscript{128} problems of human relationship arising from the sale of services for a wage and working on the premises of employers under their control form the subject matter of industrial relations.

C.B. Kumar\textsuperscript{129} in his study identified that Industrial Relations are broadly concerned with bargaining between employers and trade unions on wages and other terms of employment, the day to day relations, within a plant also constitute one of the important elements and impinge on the broader aspects of industrial relations.

The Encyclopedia Britannica\textsuperscript{130} explains that the concept of industrial relations has been extended to denote the relations of the State with employees, workers and their organizations. It includes individual relations and joint consultation between employers and work people at their work place, collective relations between employers and their organizations and trade unions and the part played by the State in regulating these relations.

Ratan Sen\textsuperscript{131} in his compendium entitled “Industrial Relations in India: Shifting Paradigms” is a comprehensive study of industrial relations in India, covering new topics like organizational communication, knowledge workers and their management, voluntary retirement schemes, quality circles and analysis of collective agreements.

Sarosh Kuruvilla\textsuperscript{132} in his study entitled “Change and Transformation In Asian Industrial Relations” has identified that industrial relations systems change due to shifts
in the constraints facing those systems, and that the most salient constraints facing IR systems in Asia have shifted from those of maintaining labor peace and stability in the early stages of industrialization, to those of increasing both numerical and functional flexibility in the 1980s and 1990s. The evidence to sustain the argument is drawn from seven “representative” Asian IR systems: Japan, South Korea, Singapore, Malaysia, the Philippines, India, and China. We also distinguish between systems that have smoothly adapted (Singapore, Malaysia, and the Philippines) and systems that have fundamentally transformed (China and South Korea), and hypothesize about the reasons for this difference.

Sen Gupta and Anil K Sett\textsuperscript{133} in their Research study titled “Industrial Relations Law, Employment Security and Collective Bargaining in India: Myths, Realities and Hopes” examines the debate on reforms in industrial relations law in India, needed to support its economic liberalization programme. Analyzing a distinctively Indian experience of state intervention in industrial relations, it concludes that the thrust of the reform should be towards entrusting union recognition and promotion of dispute settlement to an authority that is independent of the state executive.

Shenoy P.D\textsuperscript{134} in his edited compendium titled “Globalization: Its impact on Industrial Relations in India” identified the new system of international economic relations in the field of investment, production, trade, finance or technology. It identifies the current relevant subject of globalization and its impact on industrial relations and labour market institutions and also organized and unorganized workers. The study also
discusses at length the impact of globalization on the informal economy covering inter alia the size and characteristics of the informal sector along with various steps taken by both Central and State Governments to improve the economic lot and social security status of the informal sector workers.

Ashraf U Kazi and Peter Townsend\textsuperscript{135} in their working paper titled “Analysis and Examination of the Employment Relations in India” analyzed the employment relations in India and examine the application and suitability of these laws that are still valid after several decades of their enactment. This working paper attempts to make a study of employment relations in India, which affect one of the world’s largest work forces. The study concluded that participation of workers in the settlement of disputes and maintenance of peace and harmony in the workplace is seen as an innovation in employment relations in India.

Atif Anis\textsuperscript{136} and others in their article “employee retention relationship to training and development: A compensation perspective” analyzed the Employee retention is a critical aspect for every company regarding competitive advantage because human resource is the most critical asset of today’s modern world. Other resources can be arranged effortlessly but to get efficient and retain talented human capital is the most difficult task. Therefore, organizations are now more focused towards employee retention. Organizations use different HR techniques for retention. Our main emphasis is on compensation packages after employee training and development practices for retention purposes. We will also see how a relaxed work environment will
help in the retention of employees. For this purpose, we conducted this study in Lahore and collected data from corporate groups. The numbers of respondents in our study are 330. For analysis we used the structural equation modeling technique with the use of AMOS 18.0. In this study, we used compensation as the mediating variable between the training and retention of employees. Results reveal that retaining employee’s long term, after their training and development has been completed, without increasing their compensations is not as favorable as when compensation is increased to reflect the completion ability to apply their field related skills and capabilities.

**RESEARCH GAP**

From the reviews it is found that though studies on Labour Welfare facilities and Industrial Relations are available at different sector no combined studies are available at the Transport Corporation of Tamil Nadu. Considering it as a research gap, the researcher take up this study entitled “A Study on Labour Welfare Measures and Industrial Relations in Tamil Nadu State Transport Corporation Limited (Villupuram Division).
REFERENCES

(i) References for Labour Welfare Facilities

REPORTS OF SURVEYS, COMMITTEES AND COMMISSIONS

TEXT BOOKS


Delhi, 2005, pp. 228-229.


THESES


44. Badhwan, M. “Workmen’s Competition Act, with special reference to the Coal Mining Industry in India” Unpublished thesis submitted to Patna University, Patna, 1959-64.


University, 1994.


MAGAZINES AND JOURNALS


90. Ishwar Dayal and Baldev R. Sharma: “Strike in Supervisory Staff in the Stat Bank


and employer – employee relations in India”, Shri Ram centre for Industrial Relations and Human resources Publication, New Delhi, 1986


114. Jacob Mankidy: “Changing Employment Relations in Banking: The emerging


121. Dr. A.M. Mohamed Sindhasha: A Ph.D. thesis titled “Employment Relations in public sector and private sector banks in selected districts of Tamil Nadu” was submitted to the Bharathidasan University in the year 2002

122. Rizaul Hua, Journal of European Industrial Training, Volume 22, Numbers 2 – 4,
April 2006, pp 125 – 136

123. A Complete study of Industrial Relations at Hero Honda Gurgaon, September 2009

124. Venugopalan, A Ph. D thesis on “Industrial Relations in the Public and Private Enterprises in Kerala” was submitted to the University of Kerala by Venugoplan in the year 2007.

125. Ram Reddy, A Ph. D thesis on “Industrial Relations in India: A Study of the Singareni Collieries” was submitted to the Osmania University by Ram Reddy in the year 2006.

126. T.N. Kapoor “A study on Industrial Relations and its effectiveness” pp 241-249

127. R. A. Lester “Industrial Relations”, 2003, Macmillan India Limited, New Delhi


129. C. B. Kumar “Industrial Relations in India”, 2003, pp.223-236

130. A Research Study had been conducted by Encyclopedia Britannica on “A Study about the Industrial Relations in the Indian Industry”


132. Sarosh Kuruvilla,“Change and Transformation In Asian Industrial Relations” Industrial Relations Journal Volume 24, Number 4, June 2006, pp. 124

