CHAPTER 7

CONCLUSIONS AND SUGGESTIONS
IMPORTANCE OF HUMAN RESOURCE

Every organisation has two types of resources for utilisation viz., the material and human. "Material resources" account for raw material, machinery, money and methods, whereas "human resources" consist of only one, i.e., Men. Out of five Ms, as they are popularly known, four Ms are balanced out by one M-'THE MEN'. Whenever and by whomsoever this vital "M" is ignored, the consequences are detrimental to the organisation. Effective management of manpower by keeping it satisfied is, therefore, essential to achieving organisational goals. It has been found that units under study have not given due attention to the human element that it deserves. It is mainly because of the management's pre-occupation with financial, technical and allied problems. The insufficient recognition of human problem has resulted in low efficiency, low productivity, dissatisfaction and the rising cost of manpower.

The foregoing analysis of industrial relations in the units under study in Haryana enables us to draw certain conclusions and to offer certain tentative suggestions to remove the shortcomings in the existing system. But, before pointing out the shortcomings and giving suggestions it is appropriate to recapitulate the factual position.

INDUSTRIAL GROWTH

Haryana has made rapid strides in the field of industry since its formation in 1966. Today it has a strong industrial infrastructure. The state is endowed with rich development potential in the shape of fertile land, water resources, forests, sources of power, etc. but in spite of favourable conditions for rapid industrialisation the state is still dominated by Agriculture sector because many people are engaged in agricultural activities.

Since its creation on 1st November, 1966, several important industrial units have been established in Haryana. The growth of private sector is faster than that of public sector. Several big units
have been established in this sector. Escorts Limited and Eicher Tractors are famous for manufacturing the largest production of Tractors at Faridabad. The Atlas Cycle Industries Limited at Sonipat, is manufacturing 1/3 of the country’s bicycle production and one out of every four bicycles is manufactured here. Panipat has earned the reputation as ‘weaver city’. ‘Hero Honda Limited’ have earned their name and fame in the field of the motor-bikes. Some other big units are Bata India Limited, Thomson Press, Usha Telehoist etc. The registered number of large and medium industrial units in Haryana was 215 in 1966, which went up to 1085 in 2000. Besides a large number of small-scale units is also coming up in the State. The total number of registered working factories were 1168 in 1966, which went up to 8620 in 2000. Similarly, employment increased to 4,97,846 in 2000 as against 71,016 in 1966.

EVOLUTION OF INDUSTRIAL RELATIONS SYSTEM

Industrial Relations are collective relations between management and labour. They are affected by varied economic, political, social, and psychological factors which give rise to their divergent patterns in different societies at different times. In our country earlier attempts to regulate employer-employee relations were made in 1860. Thereafter, as a result of establishment of I.L.O. in 1919 and active role of Mahatma Gandhi and other leaders several Acts were passed. In 1926, Trade Unions Act was passed to grant legal status to trade' unions and to protect their interests. Later on, Trade Disputes Act, based on the recommendations of the Royal Commission on Labour, was passed in 1929. As a result of the outbreak of world war II the Government of India promulgated Defence of India Rules in January, 1942, to regulate labour- management relations. At the end of the war, the Government of India appointed Labour Investigation Committee in 1945 and Industrial Employment (Standing orders) Act was also enacted in 1946. But, in spite of all these efforts nothing concrete could be done in the field of industrial relations.

With the dawn of Independence the Government of India started taking active interest in the field of industrial relations. For this purpose, Industrial Disputes Act was passed in 1947 and Industrial Truce Resolution was also adopted in the same year.
Thereafter, a number of Acts were enacted and implemented in the country to restore industrial peace. Some State Governments also enacted similar Acts. Government of India appointed the National commission on Labour in 1966 to study labour situation. The commission gave its report in 1969 but the Government did not accept many of its recommendations. In the seventies also the Government adopted a number of measures such as Employee's Family Pension Scheme, 1971 and payment of Gratuity Act, 1972. Many existing laws were amended in the light of new experiences and situations. The Government of India introduced a comprehensive Bill on industrial relations in the Parliament but it could not be passed due to the dissolution of parliament in 1978. Despite various measures taken by the Government to maintain peaceful industrial relations, the labour situation generally kept deteriorating in the country throughout the period. The work stoppages have registered a continuously rising trend except for a short period during emergency.

**IMPORTANCE OF INDUSTRIAL RELATIONS**

Earlier, the problem of industrial relations was literally non-existent, as the owners were themselves producers or the production was carried out by the family members themselves. But with the passage of time, the situation started changing. With the liberalisation of Indian economy, the labour-management relations became important.

The industrial relations play a vital role in the establishment and maintenance of industrial democracy. Management and labour are the human factors that organise and combine all the inputs in order to produce goods and services. Therefore, good industrial relations between management and labour is essential to achieve organisational goals. Good industrial relations bring industrial peace, which in turn tend to increase production. On the other hand, strained relations result in frequent disputes. Industrial unrest leads to strikes and lockouts, high labour turnover and absenteeism, indiscipline, depressed morale, sabotage and violence. Hence, good industrial relations motivate people to work together in an efficient and cordial manner towards the attainment of organisational goals.
As has already been discussed that for the study of the “INDUSTRIAL RELATIONS IN PRIVATE SECTOR IN HARYANA”, a census study of all the industrial units employing 500 or more employees in Haryana has been conducted. The study is based primarily on the responses of the industrial organisations.

There are 30 industrial units in Haryana which employ 500 or more employees. Efforts have been made to contact all these units. However, out of 30 units only 14 units (about 50%) have responded. The name of the units responded are - Asea Brown Boveri Limited: (Faridabad), Atlas Cycle Industries Limited: (Sonipat), Bata India Limited: (Faridabad), Bhartia Cutler Hammer Limited: (Faridabad), Clutch Auto Limited: (Faridabad), Eicher Tractors Limited: (Faridabad), Escorts Limited: (Faridabad), Hero Honda Motors Limited: (Gurgaon), K.G. Khosla Limited: (Faridabad), Polar Industries Limited: (Faridabad), Sunbeam Castings: (Gurgaon), Thomson Press India Limited: (Faridabad), Usha (India) Limited: (Faridabad) and Usha Telehoist Limited: (Faridabad).

These units are producing different types of products. The size of employment also differs from unit to unit.

Asea Brown Boveri Limited is the oldest among all the fourteen units. It was set up in 1948 by the Ministry of Rehabilitation, Government of India as a training institute for refugees from Pakistan and was later taken over by private organisation in 1955.

Hero Honda Motors Limited, Gurgaon, was started in the year 1996 being the prominent in Motorbikes manufacturing.

Atlas Cycle Industries, Bata India Limited, Eicher Tractors and K.G. Khosla Limited all were incorporated in the private sector in the decade of 1950 whereas Bhartia Cutler Hammer, Escorts Limited, Thomson Press Limited, Usha (India) Limited and Usha Telehoist Limited were incorporated in the decade of 1960.


Under the present study of industrial relations, every problem of the management and workmen relations have been thoroughly examined and discussed in various steps. These steps are –
MIXED PICTURE OF LABOUR - MANAGEMENT RELATIONS

The labor-management relations in the units under study present a mixed picture. Relations can be described as fairly satisfactory in six units viz. Asea Brown Boveri Limited, Atlas Cycle Industries Limited, Eicher Tractors Limited, Hero Honda Limited, Thomson Press India Limited, and Usha India Limited, as no dispute has taken place in these units since many years.

Out of the eight units where disputes have taken place, we find that relations are more or less satisfactory in only three units viz. Clutch Auto, K.G. Khosla and Sunbeam Castings as no dispute has taken serious turn in these units due to solution found by them to restore industrial peace. But it is not so in the other five units as industrial relations developed in these units are defective and have created great dissatisfaction among the majority of the employees of these units.

DIRECT ACTION - STRIKES AND LOCKOUTS

A total of 50 disputes were recorded in the eight units. Out of these, there were 48 incidents of strikes varying from one-day strike to 40 days strike. Remaining two incidents were of lock-out, which occurred in K.G. Khosla in 1991-92 for 240 days and in Bata India in 1999 for 176 days.

If we take the number of work stoppages in these units we find that in Bata India, Escorts Limited and Usha Telehoist, whenever there were work-stoppages it was in successive years. While in other five units there were casual work stoppages. In K.G. Khosla there was complete absence of work stoppages after 1991-92 lockout while in Clutch Auto work stoppages have not taken place after 1994. In Bhartia Cutler Hammer also work stoppages had not taken place since 1992 except once in 2000. Only one work stoppage was registered in Polar Industries and Sunbeam Castings
in the year 1996 and 1997 respectively. In fact, industrial relations in some units are unsatisfactory and have created great dissatisfaction among majority of the employees.

**DURATION OF DISPUTES**

With regard to duration of the disputes, out of 50 disputes 40 (80%) disputes were of 1-10 days' duration while only 8 (16%) disputes ranged between 11 days to 50 days. Only 4% disputes lasted for more than 51 days. This clearly indicates that workers do not want to take risk of loss of wages and other benefits in long lasting disputes.

**CAUSES OF DISPUTES**

Though there has been a dispute on every conceivable issue that can emerge in the day to day operation of an enterprise, the personnel policies and demand for higher wages and allowances has been the principal cause of industrial disputes. In comparatively bigger units, more disputes have been caused by non-financial considerations such as personnel policies. It covers 82% of the total disputes. In Escorts Limited, Bata Limited, Usha Telehoist Limited, Sunbeam Castings, etc., personnel policies have been the most fertile area of work stoppages. This indicates that proper and effective labour-management relations even now do not obtain in these concerns. Wages and allowances are the secondary issue for disputes in these units. This problem is dealt with by a joint wage negotiating committee at national or state level. But in comparatively smaller units wages and allowances have been the important cause for work stoppages. It constitutes 14% of the total disputes. In Bhartia Cutler Hammer, Clutch Auto Limited, K.G. Khosla Limited, Usha Telehoist Limited, Bata Limited and Escorts Limited have had disputes due to wages. This indicates that in these units the fight was mainly confined to improve the earning capacity. Hence, evolving a definite wage policy and stabilisation of prices must precede all other attempts to promote industrial harmony. Other causes constitute only 4% of the total disputes. Bata Limited and Bhartia Cutler Hammer registered one dispute each under this head. This is an indication of the fact that there are some deep-seated frustrations of workers.
If these matters are not disposed off timely they may give rise to industrial conflicts. Hence, it is necessary to find out ways and means to settle the matter carefully and expeditiously.

**LOSS OF WAGES DUE TO DISPUTES**

The work stoppages do not affect the employers and employees only but the whole society in the economic, social, political, psychological and moral sphere. In the units under study the number of work-stoppages was highest in Bata India but the loss of total wages and loss per worker due to strike was highest in Escorts Limited. The total wage loss in Escorts limited was Rs. 3,58,05,000 in 1998, which is highest loss, followed by the loss of more than Rs. 2 lakh per day in Bata India due to lock-out which continued for 176 days, Rs. 45,28,800 again in Escorts limited and Rs. 34,150 in Usha Telehoist due to strikes. The lowest is Rs. 2,214 in the case of Bata India. Similarly, the loss of wages per worker in Escorts limited in 1998 was Rs. 11,550 followed by Rs. 4,025 in Usha Telehoist, Rs. 2,200 in Clutch Auto and Rs. 2,000 in Sunbeam Castings. Lowest loss per worker was Rs. 80 in the case of Bata India in 1998 when fourteen one-day strikes in a year were resorted to by not more than 6-7 departmental workers.

Thus it is clear from the above analysis that work stoppages affected directly to the workers in the form of loss of wages.

**SINGLE TRADE UNION**

The economic need in the form of desire for higher wages, better fringe benefits, proper working conditions, effective representation of grievances, adequate protection, job security and working class strength and solidarity seem to motivate the workers much in joining the trade unions.

The survey of 14 units shows that 12 units have single trade unions and the remaining two units viz. Hero Honda Motors Limited and Polar Industries Limited are running without union.

The majority of workmen are union members. 54.98% workmen always participate actively in almost all the important union activities, which they, as union members, deem necessary.
31.12% workmen responded that their participation was occasional whereas 13.90% workmen reported that they never participated in the union activities.

**INTERNAL LEADERSHIP**

The pattern of leadership of the union in the units shows that the leaders and office-bearers of the unions and executive committee members are chosen from inside and not from the outside.

The election of office bearers in almost all the unions is by voice vote or through the secret ballot system.

**WEAK FINANCIAL POSITION**

The main source of income has been the membership fees in the units under study. It is found that many unions i.e. 58.33% are financially weak. They come under the income group between 5000-15000 per annum. Therefore, they are not in a position to maintain regular offices and furnish their returns to the registrar, trade union in time. This has also weakened the bargaining power of the union.

**MANAGEMENT VERSUS UNION**

The management has apparently shown favourable attitude towards trade unions. But the attitude seems to be somewhat lukewarm. Despite holding a favourable attitude towards trade unions and their leaders in general for one reason or the other, signs of considerable apathy and reservations among managers to accept the worker's decisive role in settling disputes are noticed in the study.

**BI-PARTITE COMMITTEES**

During the survey it was found that out of 14 units under study only 11 units have formed various bi-partite committees and remaining 3 units are running without bi-partite committees. These units are: Hero Honda Motors Limited, Polar Industries Limited and Bhartia Cutler Hammer Limited.
The workers' participation in various bi-partite committees in the units under study is mostly through joint committees such as works committees, production committees, canteen committees, sports committees and grievance committees etc. These committees mainly aim at facilitating communication between workmen and management, encouraging production, promotions, improving working conditions and welfare measures and securing amity and good relations between them.

It is praiseworthy to note that majority of workers (48.43%) are aware of the participation scheme. They consider it highly utilitarian and mutually beneficial as they can express their views (either problem or suggestion) in a better way through these forums. Besides, they want improvement in the functioning of all the committees. Survey reveals that 59.3% of the sample workers are not satisfied with the working of the bipartite committees. The proper atmosphere of these forums has been created in Atlas Cycles and Eicher Tractors only. The situation of Thomson Press, Sunbeam Castings, K.G. Khosla Limited and Usha Telehoist Limited in these units.

IMPORTANCE OF BI-PARTITE COMMITTEES

It is quite explicit that the majority of the workers and management personnel attach high expectations with these participative committees. The workmen have shown considerable interest to participate in bi-partite committees of the units and the management has also shown willingness to accept the workers' involvement at various levels.

DRAWBACKS

The participative management forums have not been very effective and successful. The management is autocratic in its administration of the plant. They are not ready to surrender their powers and rights to facilitate industrial democracy. Hence, all the bipartite forums remain ineffective. They are more on paper. On the other hand, during the meetings of the management and unions, it is observed that the unions begin to bargain on different matters, which are not on the agenda. Another cause of its ineffectiveness is the very small number of meetings. Thereafter, the decisions
reached in the meetings have a weak follow-up. Moreover, lack of sincerity and apathetic attitude of the participants, defective institutional arrangements and poor communication reduces the importance and effectiveness of these committees.

If various hurdles in participation are removed and participation utilised meaningfully, it can help in improving the quality of decision making, organisational effectiveness, efficiency and satisfaction of the workers.

WELFARE FACILITIES

It is praiseworthy to note that almost all the units under study have been providing maximum welfare facilities provided under the Factories Act, 1948. Survey revealed that 50.70% workmen replied in favour of their organisation as going beyond statutory requirement whereas 41.99% workmen were of the view that benefits were mainly restricted to legal provisions and 7.31% were undecided. The facilities provided by the units under study have been categorised under the 14 heads such as: Canteen facility, Medical facility, Educational facility, Transport facility, sports and recreation facility, Housing facility, Drinking water facility, Latrines and urinals facility, Rest-shelters, Fair-price shop, Washing facility, Worker's education facility, Creche facility and facilities related with working conditions such as Lighting—, Ventilation, Dust, Rest-intervals, Smoke and fumes etc.

During the course of our study, we observed that out of these 14 categories of facilities, majority of the units i.e. 10 units provided more than 70% facilities in their respective units. Only one unit i.e. Polar industries has provided 50% of the facilities to their employees whereas 3 units provided 64% of the total facilities to their employees.

LACK OF ADMINISTRATION OF WELFARE FACILITIES

The survey of 14 units shows that 90.42% workmen said that working conditions are more or less satisfactory in all the units under study but the administration of welfare facilities is, however, not satisfactory. The study unfolds a rather unsatisfactory administration of the welfare facilities provided by the employers.
to the workers in the units. The employees pointed out several shortcomings that they were deprived of the wholesome purified drinking water, washing and bathing facilities, rest pauses, medical and accommodation facilities. Besides, dual standard of facilities for the workers and officers, long bureaucratic delays in implementation, etc. have had marked influence on their health, efficiency and quality of working lives.

NEGOTIATIONS - MOST ACCEPTABLE METHOD

The collective bargaining, with a very long history has been shaping the labour-management relationship in the industry. Various bi-partite and tripartite collective agreements concluded have proved very helpful in avoiding many of the major strikes and in maintaining, as far as possible, peaceful labour-management relations in the industry.

For the settlement of disputes the method of collective bargaining has been more popular in the units under study. Both management and workers want to settle their disputes through collective bargaining, to begin with. Survey shows that 44.95% workmen are in favour of this method.

The next most acceptable method is conciliation. In the units, it has been seen that through conciliation both management and union make their agreements strong so that neither party backouts their promises. Survey shows that 32.23% workmen have given their opinion for this method. Adjudication process is the least acceptable method by both the parties. Only 13.59% workmen are in favour of this method.

DRAWBACKS

Collective bargaining is in practice in almost all the units under study but it is facing several drawbacks. Management personnel do not like to negotiate with union leaders at par; negotiations are conducted in an atmosphere of suspicion and mistrust; adequate information, necessary for successful negotiation, is not supplied and there is delay in implementation of the agreements reached.
Conciliation machinery is also, as perceived by the respondents, full of several defects which have limited its utility. The main shortcomings are: heavy work-load with conciliation officers with the conciliation work being in addition to the routine duties of the officers of Labour Department; lack of adequate authority vested in the conciliation officers; adamant attitude of the parties; political influence on conciliation officers etc.

On the basis of the respondents' answers, it can be concluded that the working of adjudication systems has been ineffective and their processes lengthy and cumbersome. Similarly, it involves heavy expenditure; adjudicators do not have a clear grasp of the specific problems relating to labour relations.

**GRIEVANCE PROCEDURE**

All the units under study have well defined Grievance procedure but Formal Grievance Committees have been introduced in only four units viz., Atlas Cycles, Thomson Press, Usha India and Usha Telehoist. Under this procedure, an aggrieved worker first presents his grievance to his immediate supervisor. The grievance is redressed within 48 hours of the presentation of the complaint. If the worker is not satisfied with the decision he may present his grievance to the Head of the Department who gives decision within three days. If the decision of the Head of the Department is unsatisfactory, the worker may request him to forward his grievance to the “Grievance Committee” which makes its recommendations to the manager within a week. If, however, no agreement is possible, then the matter is referred to the compulsory arbitration.

**DELAY IN REDRESSAL OF GRIEVANCES**

Most of the grievances relate to pay fixation, promotion, work assignments, disciplinary action and various other production problems. Prompt redressal of grievances is essential for sustaining good labour-management relations. Survey reveals that workers also want prompt redressal of their grievances. Therefore, 36.5% workmen want to approach directly to the departmental head and almost the same number of workmen i.e. 36% want to approach to the senior officer in case of any complaint. Workers are of this
opinion as they observed that primary stages were ineffective because a large number of grievances were not redressed at these stages.

Survey also reveals that workmen present a mixed view regarding the working and efficacy of the grievance redressal procedure in their unit. 47.39% workmen are in favour of the grievance redressal procedure whereas almost the same number of workmen (24.91%) has given their responses to not efficient and mediocre (27.70%). Besides, they complained that the management does not dispose off the cases speedily. In many cases the employees are kept under suspension for years even without instituting the necessary inquiry against them. It was alleged that the officers lacked human spirit while dealing with the matters of misconduct and indiscipline. Not only that, but at times, their attitude was revengeful.

The important conclusion emerging from this study is that though the direct measures of dispute handling have, by and large, been able to create a conducive environment to peaceful labour-management relations, the industrial relations machinery is still far from the realistic approach. The management do not follow even the statutory provisions of the various Acts, especially in matters such as relating to formation of Joint committees, recognition of union, display and observance of Standing Orders, etc. However, majority of the respondents, both workers and management personnel, show their strong favour for joint consultation and negotiations followed by conciliation. Some workers are in favour of getting their grievances redressed by resorting to strikes, but most of them preferred strike as a last resort only.
SUGGESTIONS

A number of suggestions have been made in connection with various aspects of policy and practice in the relevant chapters. Many of them are of fundamental nature and important and are summarised below to improve the industrial relations climate in the units under study.

1. FAIR ACTION BY ALL THE ACTORS - Industrial relation is not a one sided game but depends, for its maintenance, on the mutual understanding, faith and goodwill of all the actors in industrial relations system. The positive approach of one party towards the whole issue needs to be favourably responded to by the other. If only workers and management learn to co-exist and mutually accommodate each other’s attitudes and responses, the drift in industrial relations can be avoided. They have to realise that their interests are inextricably interwoven and instead of depending on outside help, they have to help themselves and find out the solution to the problem of industrial conflicts through bipartite negotiations. This way they should endeavour to maintain industrial relations in the unit.

   The workers should recognize their moral obligation to do a good day’s work for a good day’s wages. They should take genuine interest in their work to accomplish company’s production targets, develop an uninhibited attitude towards management, join hands with it in times of crises, assess realistically the difficulties of management and resort to peaceful and constructive means in order to establish long lasting industrial peace.

   The role of the trade unions also requires complete reorientation. From the traditional, militant and agitational attitudes, they have to switch over to the role of welfare organisations, looking after all aspects of labour welfare, covering not only the monetary aspects of their career but also social aspects embracing such wider issues as education and training.

   Management must ensure fair treatment to all the workers without fear or favour. The ever-changing needs of the work force should be kept in mind and met with fairly and spontaneously. The state, as third party, must represent the social interest and provide infrastructure through its economic and social policies and industrial relations machinery for stable labour relations.
2. **TIMELY REVISION OF WAGES AND OTHER FACILITIES**

The study draws attention to the fact that wage discontent, unsatisfactory welfare amenities continue to be the major considerations in industrial conflicts. Unless these basic causes are removed, no amount of other improvements will help in establishing harmonious relations between labour and management. Wages, bonus and allowances conflicts invite many problems. There should be an overall wage policy and as a matter of policy the cost of living of workers should be linked to the rise in prices and wages should be revised from time to time taking into consideration the local conditions and capacity of the industry to pay.

3. **ESTABLISHMENT OF PERSONNEL / INDUSTRIAL RELATIONS DEPARTMENTS** – There are no separate departments of personnel and Industrial Relations in most of the units and as a result the redressal of personnel problems has no priority. It is suggested that Personnel and Industrial Relations departments should be set up in the units separately and independently to deal with all matters concerning industrial relations in the industry.

4. **FAIR ATMOSPHERE** - One of the most important steps, which need to be taken as regards improvement in labour-management relations is that corruption should be eliminated from the root. Both on the management and workers side, a just and fair atmosphere is very necessary for the proper growth of a company. Strict rules should be formed to control corruption.

5. **ORGANISED TRADE UNIONS** - There should be strong, stable and well-organised trade unions as a pre-condition for successful collective bargaining process. Proper union leadership will strengthen the union-management relationship.

6. **RECOGNITION** - Management of every undertaking should compulsorily recognize the union for the purpose of encouraging bilateral negotiations in industrial matters. Management should change its attitude towards unions and should consider them as important institutions in furtherance of good industrial relations. For granting recognition to trade unions, system of secret ballot
should be made compulsory. As far as possible outside leadership in the unions should be discouraged.

7. GOVERNMENT AID - With a view to improving the financial position of the unions, the Government may grant some aid to the unions having a minimum percentage of membership as fixed by the Government. Provision of check up of membership may also be made so that the unions may be able to get the membership fees regularly from their members.

8. ATTITUDE ORIENTATION - The success of participative management will depend on the sincerity, depth of conviction and openness of both management and workers. Unless the two sides are convinced and feel enthusiastic about the long-term benefits accruing from worker’s participation, it is not possible to make a success of it. There is a need for change in the attitude of both management and workers because the schemes of participative management and the question of operationalising these schemes are primarily a matter of attitude orientation. Proper training and education of workers, effective communication in the form of information sharing, peaceful industrial relations climate, existence of single but strong trade unions, effective grievance procedure, consistent bridging of the social distance between the representatives of workers and management, timely implementation of the recommendations, Government support, etc. will go a long way in determining the success of participative management.

9. EQUAL REPRESENTATION - Worker’s participation in management is a very important aspect in labour management relations and the more efficiently they are handled, the better it is for both the concerned parties. It is very important that worker’s participation in management should be essential in all the private sector units because only then will the labour management relations yield desired result. Therefore, there should be equal representation from both the management side and the workers’ side in all the participative forums and should be a system of proper check and control on all the activities of these participative forums and the minutes of the meetings should be prepared and pasted on notice board so that they are available for all to see.
10. WELFARE FACILITIES - Welfare facilities need drastic improvement. Several welfare facilities, which at present are mostly limited to officers, should also be extended to other employees. Administration of welfare facilities also needs improvement. Efforts should be made by all the units to adopt more and more welfare measures. The working of E.S.I. scheme needs careful investigation and improvement so that the scheme may achieve its desired objectives.

11. CONCILIATION - For successful conciliation full-fledged conciliation officers should be appointed. The time limit for conciliation should be observed strictly. The conciliation officers should be of such status as are able to command the confidence of both management and the workers. Objectivity, impartiality, robust common sense, thorough knowledge of industry and human psychology, etc., are necessary for successful conciliation. The conciliation officers should be given powers to summon parties.

12. ADJUDICATION - The stage of voluntary arbitration may be made compulsory if the matter is not settled in conciliation. Since adjudication has occupied the place of final means of settlement of disputes it needs certain changes to be more effective. Some time limit may be provided for concluding adjudication proceedings.

13. EFFECTIVE GRIEVANCE PROCEDURE - It is felt that an effective grievance redressal procedure is very helpful in eliminating disputes, for this an awareness is necessary among the management and the workers. In the units where formal grievance procedures are in operation the management should endeavour to remove the drawbacks as perceived by their workers and trade union leaders. Efforts should be made for speedy disposal of grievances; for this purpose stages should be in the lesser number. In the units where grievance procedures are defunct efforts are needed to activise them. In the units where formal grievance procedure is not in operation, a system of informal meetings with
the representatives of registered trade unions may be introduced for this purpose.

Other important suggestions to improve the grievance procedures may be discussed as - 1.) All the companies should have a written grievance procedure, which should initially have been decided on consultation with the representatives of the workers. 2.) The supervisor should maintain a register of grievances and approach the department concerned and come up with a solution within 24 hours. 3.) The grievance committee should be a permanent body, having management and worker representatives from all the departments and they should give a fair hearing to the complainant. The committee should investigate the matter and come with a solution within 7 days and their decision should be final, not to be over-ruled by any body else within the company. 4.) There should be a written list of all grievances, which may be settled at company level. 5.) All the officers incharge of hearing grievances should be properly trained in the various aspects of solving grievances.

14. ENFORCEMENT OF RULES OF DISCIPLINE - Indiscipline among the workforce has to be curbed, by means of stricter rules and a constant vigil from the management side.

15. AWARENESS - Workers and unions should be made aware of their obligations and duties along with their rights. This can easily be achieved by distributing published brochures or by holding regular meetings, seminars and lectures etc. between the management and the workers. Even the well-qualified and experienced workers can be invited to deliver such talks.

16. UNANIMITY OF OBJECTIVES - Whenever there is a problem in the industry, both the management and the union should have unanimity of objectives and should work towards the resolution of the conflict.

17. REAL HAPPINESS AND PROSPERITY - To improve the labour management relations the management should strive for real happiness and prosperity. Increasing the take home cash does not lead to real happiness or prosperity. What is actually required is real involvement with the employees and if possible with their families also. This will create personal indebtedness not only
among the employee, but also among his family towards the company. It will also develop a greater degree of mutual dependence and decrease the communication gap and create a congenial atmosphere.

18. RESEARCH - Management should undertake policy oriented research from time to time and on the basis of its findings suitable changes and improvements should be incorporated in the procedures and systems. They should also pay adequate attention towards maintenance of proper records and statistics pertaining to various aspects of labour relations. The data, which will thus be available, will make it easy to undertake specific studies and analyses even at short notice.

19. SOUND INDUSTRIAL RELATIONS POLICY - There is an important need for the formulation of sound and healthy industrial relations policy based on constructive and collaborative attitude, development of confidence and good faith between the labour and management. The industrial relations policy should aim at ensuring fair wages, good working conditions and realistic terms of employment and also speedy resolution of disputes by instituting effective statutory machinery, with encouragement to voluntary procedures in conformity with the importance of industrial democracy.

20. SINCERE EFFORTS - Last but not the least, the workers, the employers, the trade unions, the Government and the society should all try to make sincere efforts towards adopting such policies, procedures and attitudes which would lead to the attainment of peaceful and cordial industrial relations. This is more important in the case of private sector enterprise where peaceful industrial relations will not only act as a model but would also benefit the society at large through improved productivity and prosperity.

The investigator has reasons to believe that the conclusions of the study, along with the suggestions, if rightly perceived and properly implemented, may facilitate the task of settling industrial disputes and promoting industrial peace. However, industrial relations problems are living and dynamic and there can be no final and permanent solution to them. Hence, there is always need for research and in-depth study in the area so as to bring out from time to time, the factors responsible for the success or failure of industrial relations under different situations and contexts.