The diversity in collective bargaining is not only in its processes, procedures, patterns and contents but also in the basic approach in different companies. Each company has evolved its own style of collective bargaining, reflecting its particular values and cultural characteristics. Factors like history, union's strength, market policies, financial soundness, profitability and industrial relations policies have real impact on collective bargaining. A study of collective bargaining in right perspective requires the study of these various factors as they differ widely from organisation to organisation. Keeping this in mind, a brief profile of sample industries—history, products, profitability, union's leadership and its strength and weakness and industrial relations /collective bargaining policies are presented here.

1. ATLAS CYCLE INDUSTRIES LTD.

The company was established in 1951 at Sonepat (Haryana) as a modest saddle manufacturer. The company started manufacturing complete bicycles, immediately thereafter, which received a spontaneous acceptance in the Indian market. The company commenced its business operation with a working capital of 3 lacs only, which has now swelled to over 30 crore. The company's production has risen quantitatively and qualitatively from 12,624 bicycles in 1952 to a phenomenal figure of over 20 lacs with a total turnover of Rs 143 crore(approx.).

Atlas has maintained the market leadership all through
with its many innovations and its quality that reign supreme in its home as well as export markets. Atlas today ranks amongst the first three largest cycle manufacturers in the world. Atlas cycles has been exported to more than 85 countries all over the world including highly developed and industrialised nations like the U.S.A., U.K., Japan, West Germany, Australia, Holland, Denmark etc.

Starting with a work-force of only 300 in 1951, the unit now employs over 4000 persons. The unit does not have any foreign technical collaboration or knowhow whatsoever. The company earns a profit of Rs 3.50 crore (Approx.) during 1991-92.

**UNIONISM**: The company has one union, 'ATLAS MAZDOOR UNION', which is recognised and affiliated to Indian National Trade Union Congress (INTUC). The union has an internal leadership as all its office bearers are permanent employees of the company. All the office bearers of the union are elected annually through a secret ballot. The President of the union is also the District President of all unions affiliated to INTUC. There is no 'check-off' system and the union collects the membership fee/contribution through collection on the day of payment of wages. The leadership is influenced by the state level leadership of INTUC and local MP and MLA of the Congress party. The affiliation of the union changes with the change of party government in the state.

**INDUSTRIAL RELATIONS/COLLECTIVE BARGAINING POLICY.**

The company has a well documented and well communicated industrial relations policy, based on the belief in individuality
and respect for human personality. However, it is designed to bring about goals-congruence between the workers and the management, i.e. it tends to meet the needs and aspirations of the employees as well as the needs and objectives of the company. The management and the union are fully committed to collective bargaining and negotiated policy to achieve its objectives of growth and continued commitment to the welfare of workers. "The company must take care of its workers and the workers must serve the growth of the company", is the crux of the labour policies of the company. "If workers are unhappy, unhealthy and dissatisfied", commented the Vice President, "they cannot put their heart and soul in the tasks assigned to them."

The managerial outlook has naturally helped Atlas to grow into a paternalistic and family-type organisation. "The company regards everyone of its employees and workers as an integral constituent of the Atlas family" commented the union President.

Because of such a philosophy and policies the company has been highly successful in building up harmonious industrial relations and industrial peace in the company for the last 15 years. There has been no mandays' loss due to strikes, lockouts and go-slow since 1979. The company has the Industrial Relations Department separate from Personnel Department which is headed by the Factory Manager. The Factory manager reports directly to the 'Top Management' i.e. the President of the company, which is an indication that the company practices what it preaches in the
field of the human relations.

2. BHARTIA CUTLER-HAMMER LTD.

The company was established in 1967 at Faridabad (Haryana). The company has foreign collaboration with 'Cutler-Hammer', an American company. The company is a multi-product, it produces 132 items like plugs, sockets, decontactors, switches, push-buttons, electromagnetic brakes etc. It has a total workforce of 825. The company's investment was Rs 17 crore (approx.) and the profit was 5.05 crore (approx.) during 1991-92.

UNIONISM: The company has one union 'All Bhartia Cutler-Hammer Employees Union' which was registered in 1968. The union is independent, as it is not affiliated to any national federation. All office bearers are the employees of the company and no outsider is a member of the union. All office bearers and executive members are elected every year by a secret ballot. There is no 'check-off' system and the union is permitted to collect the membership fee on the date of payment of wages within the premises. The office bearers and exoffice bearers are given complete 'duty-off' and enjoy various other privileges. This has created a simmering discontentment among the workers. Although some office bearers are active members of political parties, but the union decisions are not influenced by outside leadership. The union gets full support from the management to maintain its independent and internal leadership character.

INDUSTRIAL RELATIONS/COLLECTIVE BARGAINING POLICY

There is no policy document relating to industrial
relations but the company has a very senior DY.G.M (HRD) incharge of Personnel and Administration. The company also has separate Personnel Department responsible for personnel policies and industrial relations problems.

The management firmly believes in the policy of collective bargaining and negotiation with the recognised union. It is an unwritten law that all problems be solved across the table and not on the streets. The management and union leaders are 'pro-internal leadership' of the union as both share the belief that external leaders are normally 'not constructive' and have no stake in the growth of the company. In case of an external threat to the union, full support is given to the recognised union by management. The union office bearers are given the privileges and facilities not to work and do the personnel work for the company. The relationship between the management and the union is basically contractual, based on 'give-and-take' and a large part of the Personnel Department and the union's time and energy are spent in keeping vigilance over each other. The union representatives are more inclined to keep the workers under control than to promote a harmonious and healthy relations. Inspite of the 'Appeasement Policy', the relations are not always cordial, and the union went on a strike in 1984 over the suspension of two union office bearers, and in 1992 over the appointment of a widow sweeper. The cases of two suspended employees are still pending in labour count.
3. BIRLA TEXTILES MILLS

The company was established in 1930 in the name of 'Birla Cotton Spinning & Wearing Mills LTD. in Delhi (Delhi). The company was taken over on 3rd Jan 1983 by Taxmaco Ltd Balharia, Calcutta. At present its name has been changed to Birla Textile Mills located in Kamla Nagar, Delhi. The company has various departments like spinning and processing, mixing, carding, drawing, simplex ring frame, winding and packing headed by different general managers. The company manufactures cotton & synthetic yarn. It has a workforce of 2700. It had an investment of Rs 2.88 crore (approx.) turnover of Rs 58 crore (approx.) and a profit of Rs 82.42 lacs during 1992-93.

UNIONISM: The company has six recognised unions:

1. Kapra Mazdoor Ekta Union- affiliated to AITUC.
2. Rashtria Textile Mazdoor Congress-affiliated to INTUC - Lalit Makhan-Chattar Singh group.
3. Rashtria Textile Mazdoor Congress-affiliated to INTUC-Laxmi Narain group.
4. All India Textile Janata Union-affiliated to ANURAG. (A national union regenerating actual growth)
5. Kapra Mill Mazdoor Sangh-affiliated to BMS.
6. Kapra Mazdoor Lal Jhanda Union-affiliated to CITU.

All the unions have their spheres of influence in different departments. All of them have outside leadership and have elections every year, either by show of hands or through a secret ballot. All the unions are permitted to collect the
membership subscription at the gate of the mill on the day of payment of wages by putting separate tables for the purpose. No union has a majority character as the different unions collect subscription from the same members. The unions have a lot of inter-union rivalry and differences and never take a joint decisions on any issue. The workers have a wider choice to shift their loyalties in case of any dissatisfaction with a particular union. There is hardly any ideological commitment of workers. All unions hold gate meetings to communicate and influence workers about their stand on various issues. They normally invite outside leaders in to such meetings.

**INDUSTRIAL RELATIONS/COLLECTIVE BARGAINING POLICY.**

Recognition of 6 unions affiliated to different federations and with outside leaders is a manifestation of the management policy of non-interference in unions affair. The company has collective bargaining on two levels—(i) at the Industry level with a joint committee of all the federations of textile unions in Delhi state on common demands. (ii) with different company level unions at departments levels. Here worker committees are appointed on the basis of proportional membership in a particular department, and separate agreements are signed concerning unique issues of the department. Although the management prefers multi- unions with outside leaders, it does not appreciate the interference of outside leaders in day-to-day working of the company. The relations between the management and the unions are not cordial due to the suspicion of favour to
one union or the other at different times. However, the management is happy with the situation as the mill keeps on functioning even if some unions go on a strike. In that case other unions oppose the strike and ask its members not to participate in the strike. But at the time of signing a LTA in 1986, all the unions went on a strike for about 80 days in all the textile mills in Delhi.

The union leaders work full-time on their jobs. However, they are given time off to attend official meetings and worker's grievances or to accompany the workers to sort out their individual problems. In order to oblige different leaders, the workers are not directly entertained by the management. The management's attitude is paternalistic towards the employees as the mills belongs to the well reputed and one of the oldest business houses of India.

The Personnel Department is headed by General Manager, Personnel & Administration who directly reports to the President of the company. This is an indication that the department is well placed in the organisational hierarchy and has the freedom to frame and implement personnel policies.

4. BRITANNIA INDUSTRIES LTD.

Britannia Biscuit Company (BBCO) was registered on 21st March, 1918, in Calcutta and the brand name 'BRITANNIA' launched. In 1924 the Bombay factory was set up. In 1952, Delhi Biscuit Company was acquired and in 1967 the Madras factory commenced Production. In 1968, Britannia Biscuit Company celebrated its
Golden Jubilee. In 1979, the company was rechristened Britannia Industries Ltd. In 1982, Nabisco Brands Inc; U.S.A., became a major foreign shareholder. In 1989, Mr. J.M. Rajan Pillai acquired Associated Biscuits International Ltd. (ABIL), U.K.; which holds 38% of Britannia's equity capital from RJR Nabisco Inc. In the same year Mr. J.M. Rajan Pillai entered into a partnership with BSN Group of France in ABIL and BIL became associated with BSN Groupe. In 1991 the government recognised the company as a 'Star Trading House' for its export performance. In 1992, Britannia celebrated its Platinum Jubilee. The company is well known for its bread, biscuits, cakes throughout India. The total investment in the company is 9087 (lacs), sales 42785 (lacs) and the profit 1958 (lacs) during 1991-92. The company has 675 workers.

UNIONISM: There are two recognised unions (i) Britannia Biscuit Company Mazdoor Union affiliated to INTUC and, (ii) Britannia Industries Karam Chari Union-affiliated to CITU. Both the unions have outside leaderships (only one office bearer each). The elections of office bearers are held every year by show of hands. Both the unions are permitted to collect membership subscription from members with in the company premesis on the day of payment of wages as there is no 'check off' system. Both the unions submit a uniform charter of demands but separately to the management and nominate a 'Joint Bargaining Team' having equal members. The outside leadership does not interfere in day-to-day problems of the unions, but are involved only in case of important issues to be discussed with the management and also at
the time of negotiation of an LTA.

INDUSTRIAL RELATION POLICY

There is no document of Industrial Relations policy, the Personnel Department is headed by a very dynamic and enlightened manager who has very clear ideas about such a policy. The company strongly believes in collective bargaining as a process of resolving disputes. "Peace comes not from the absence of conflict in life but from the ability to cope with it." (Personnel Manager).

The company does not interfere in the union elections and accepts and recognises the results irrespective of who wins the election. If the management prefers or attach to a particular leadership, then it has a vested interest with the union leaders at the cost of the workers' interest. The union leaders are not given any special treatment and work as normal workers. Such a treatment, like keeping them off from duty, alienate the common workers from the leaders and creates dissatisfaction and frustrations among them. The personnel department values each worker and personally attends to their grievances without any interference from the unions. This policy has brought tremendous changes in the overall discipline and atmosphere in the company, and cases of Hooka, drink, physical harassment and 'Bottle Party' upto 1988 are completely eliminated during working hours.

The management believes that the workers come for work and not to create any problem or to participate in agitations. The growth of the company depends not on new technology or
finances but on the personnel growth of its employees. The management believes in hard bargaining but once the agreement is signed, it is implemented sincerely. The relations between the management and the union are normal. There had been cases of strike, go-slow, demonstrations, tools-down in the past, but the management resolved them amicably and no case is pending before adjudication.

5 EICHER TRACTORS LTD.

The company was established in 1960 in Faridabad (Haryana) for the manufacture of tractors. The company established another factory in 1977 at Alwar (Rajasthan), and one in 1981 at Parwanoo (M.P.). In 1982, the company opened the Eicher Research Centre. In 1992, the facility of air cooling in the factory was started. Now the Alwar factory manufactures engines, Parwanoo factory the gears Transmissions, and assembly of tractors is done at Faridabad. The total production is 1700 tractors p.m., the total investment in the company is 37.8 crore, sales turnover is 216.6 crores and the profit is 14.8 crores during 1991-1992. The total number of workers is 450.

UNIONISM: The company has one union, 'Eicher Goodearth Employees' Union' which was registered in 1966 and is recognised by the management as a sole bargaining agent. The union is strictly independent and all the office bearers are the employees of the company. The elections of the President and Secretary are held every year, and these two nominate other members of the executive from different departments. The union collects its
subscription from the members within the company's premises on the day of payment of wages. The union strictly maintains its independent character and does not go even on sympathetic strikes with other unions in the area.

INDUSTRIAL RELATIONS POLICY

"Industrial Relations to us are something more than just two words. To us these two words are invaluable assets which have accumulated over the past 30 years" (Works Manager).

Industrial Relations Policy at Eicher is based on mutual trust, open door and effective communication with the union and the workers. The management communicates directly with the workers, who are free to approach the top management for their grievances. Through a common canteen, the Personnel Department has developed very personal and cordial relations with the workers. However, the management takes tremendous pride for caring for their workers without compromising the quality and productivity.

The company strongly believes in collective bargaining and negotiated settlements with the union. Both the management and the union are strongly 'pro-internal union' and are chary of external leaders. The reason for this preference lies in their belief that workers have a stake in the company while the outside leaders have a stake only in the union.

The policy of direct communication with the workers is also very effective as the last agreement was reached with a
committee of four members nominated by all the workers and the union leaders were made to sign the agreement. The management and workers considered the union leaders irresponsible and unreasonable in not reaching an agreement.

"We want our problems to be solved and not to fight, confront and strike", commented a worker. There have been no strikes, lockouts or go-slow during the past many years, except small sparks here and there.

6 ESCORTS LTD.

The company was incorporated as a private limited Company on October 17, 1944 in Lahore (Now in Pakistan). After partition of the country in 1947, the company shifted to New Delhi and recommenced its operations. It was converted into a public limited company on December 21, 1959. Till 1959, the company's principal activities were trading, representing several leading overseas manufacturers for the sale of their production in India. The company progressively entered the field of manufacturing, establishing a series of manufacturing plants. Today the company ranks amongst the top ten industrial giants in the country and is the fifth largest engineering company amongst both the public and the private sector companies. With its 14 manufacturing plants, and 16000 employees, the company is one of India's leading manufacturer of agricultural tractors, shock absorbers, railway brake systems, automotive shock absorbers, motor-bike power generation and industrial x-Ray equipment. It has a total investment of Rs 38,983 (lacs), sales, 109291 (lacs)

UNIONISM: The company has one union, All Escorts Employees' Union', which was formed in 1977 and affiliated to the Hind Mazdoor Sabha. It is recognised as the sole 'Bargaining Agent' by the management. The entire leadership of the union is provided by the rank and file of workers and there is no outsider in the union leadership. The elections of the office bearers are held every year through a secret ballot. The same person has been elected President since 1977, who has a complete sway and control over the union members.

The union has four vice presidents representing four different plants. The union has formed different committees like transport committee, canteen committee, sports committee, welfare committee, etc. The convenors of these committees are also members of the executive. All the office bearers and representatives of different plants and committees meet every day in the conference room to discuss problems or grievances of the workers and then meet the personnel manager to resolve such problems at the earliest stage before it explodes to engulf the larger number of workers.

INDUSTRIAL RELATIONS POLICY.

The philosophy of 'harmonious relations' with the employees and increase in 'productivity' is the basic motivation behind its industrial relations policy. The management consider itself the pioneer of initiating the 'most progressive human
relations' and 'employees' welfare scheme' in the area. The company also takes tremendous pride in itself, its productivity and fair sharing of earnings.

The union feels that the management is quite open, fair and does not believe in divide- and- rule. The workers have complete freedom to elect the union of their choice. The union has had the same person as the President for the past 15 years who is directly elected by the workers. Both the management and the union strongly support collective bargaining and resolving all issues/conflicts through direct negotiation. The policy of 'you look after my interest and I will look after yours' with the union and the workers has paid high dividend, as the company, starting with a humble beginning as a private company, now has 14 manufacturing plants and is amongst the top ten industrial houses of the country.

"The workers have never let us down," comments the personnel manager. "The company pays us well and looks after us well", comments one union leader. The management maintains continuous, direct and effective communication through its daily meetings with the union leaders who are kept free from their official duties. This continuous interaction with union is very effective in minimizing the areas of avoidable conflicts which give an early warning of problems, and by limiting discretion of any party to take unilateral decisions. Because of such a policy there have been only one major strike and only a few minor agitations in the form of tools-down and go-slow during the last ten years. On the whole, the labour management relations are
cordial and constructive in the company.

7 HINDUSTAN NATIONAL GLASS AND INDUSTRIES LTD.

The company was established in 1963 at BahadurGarh (Haryana) and started its manufacturing process in 1964 with a few semi-automatic machines and 100 employees. The organisation progressed very rapidly and gained the prestigious reputation not only in India but in Asia also. Now, the company has three big furnaces having 525 tonnage capacity in total and producing two million bottles per day with 1215 machines and two MDP machines. The total working force is around 2000 employees including contract labourers. The company has only about 800 permanent workers.

UNIONISM: The company have two recognised unions, one affiliated to INTUC, and the other to L.M.S. The union previously affiliated to L.M.S. has now become independent with the name Jagriti HNG Mazdoor Union after the fall of the LokDal Government in Haryana. Both the unions submit a uniform but separate charter of demands and nominate a ‘joint bargaining committee’ with equal members to negotiate a LTA. Both the unions are permitted to collect subscription from members on the pay day. Both the unions elect their office bearers every year either by show of hands or by a secret ballot. The influence of the unions is directly related with the party in power in Haryana and local MLA. Change of political party in the government also affects the membership of the unions.
The personnel department is headed by Dy. Chief (Works) who directly reports to the Resident Director. The management considers this department as the back-bone of the organisation and gives it complete freedom to recruit competent workforce and frame innovative personnel policies. The department itself takes all the credit for the rapid development and expansion of the organisation through his manpower planning and employees' performance.

The management believes in the policy of 'interference' in union activities and elections and takes advantage of their inter-union rivalry by showing favors to one of the unions depending upon the party in power. Majority of its workforce is contract labour which is outside the coverage of a long term agreement.

The company has witnessed sporadic cases of strikes and other forms of agitations. The relations between the management and the union are business-like and normal, as it does not share financial information with the union. Though the company believes in collective bargaining, it has no clear policy on industrial Relations.

**HINDUSTAN SANITARYWARE & INDUSTRIES LTD.**

The company was established in 1960 at BahadurGarh (Haryana) with technical expertise of a U.K. company Twyford. The company was originally registered as Hindustan Twyford Ltd but renamed as Hindustan Sanitary ware & industries Ltd in 1969. With
its pioneering entrepreneurship, HSI heralded in the large scale manufacture of vitreous china sanitary ware in India. With the guidance of Twyford experts, the company adapted the production of vitreous china to local conditions. HSI, today, markets over 196 basic items, amongst which is the award winning "vacuum assisted" Double Trap silent flushing syphonic water closet. HSI is the first license holder of the Indian Standards Institution. HSI has diversified into refining raw materials in addition to sanitaryware. It employs more than 1000 workers, its investment is Rs 671 lacs (approx.), turnover, Rs 754932 lacs, and the profit, 637 lacs (Approx.) during 1991-92.

UNIONISM: The company has one union which was registered in 1965, which is recognised as sole 'Bargaining Agent' by the management. The union is affiliated to INTUC and all its office bearers are the employees of the company. It has no outside leadership. The union is permitted to collect subscription from the members within the company premises on pay day. All office bearers and executive members of the union are elected every year through a secret ballot.

INDUSTRIAL RELATIONS POLICY

The company has a well documented industrial policy which lays emphasis on 'The whole-MAN'- his work-place and non-work place character. The management is conscious of the fact that a man lives 24 hours a day and '8 hours'- a- day approach is not functional. The company improves their 'out of work place life' through its various recreational and welfare activities,
family tours and dinners, wards scholarships and awards, through modern housing facilities and religious functions.

"Employees are genuinely taken as partners in organisation goal. We are always willing to meet, to know, to discuss and find equitable solutions to problems."

(Vice President of the company.)

The management firmly believes in the policy of collective bargaining for maintaining and promoting industrial peace and prosperity. As a result of such a policy of openness, accessibility and willingness to discuss problems with the union, the union-management relations have been cordial and there has been no strike, go slow or tools down or lockout in the company during the last many years.

The management prefers a sound, healthy and constructive unionization with the leadership emerging from the rank and file of the workmen themselves rather than 'professionals in the trade'. The company lays greater emphasis on human relations to promote compassion and dignity at the workplace, ensures industrial 'peace and 'prosperity' instead of 'strife' and poverty'.

9 INVEL TRANSMISSIONS LTD.

The company was established in 1988 at Faridabad (Haryana). It manufactures high technology automotive components essentially used in front wheel drive and 4 WD vehicles. Its total investment is 22 crore, sales turn over, 2134.1 lacs and the profit is 81.6 lacs during 1991-92. The company supplies its
products only to two customers: Mauriti Udoyog Ltd. and Bajaj Auto Ltd. Its workforce is 286 employees.

**UNIONISM:** The company has one union which was registered in 1989 and affiliated to CITU. Although company has signed an LTA with the representatives of the workers, it does not recognise the union as a 'Sole Bargaining Agent' for collective bargaining. The subscription is collected by the office bearers outside the gate of the company on the pay day. The office bearers are elected once in two years by show of hands. All leaders of the union are from the rank and file of the workers and no outsider is a member of the union. The union is in its infancy stage, struggling to establish itself as a part of the organisation and emerge as a strong organisation to protect and promote the workers interest.

**INDUSTRIAL RELATIONS POLICY**

By appointing General Manager (Operation) as head of the department of personnel & administration who reports directly to the Managing Director, the company conveys a positive signal to promote industrial relations through enlightened personnel policies. But as the company is only 4 years old and only one agreement has been signed, there is usual initial uncertainties and fears arising from the unfamiliarity of experience between the management and the union. The company has not recognised the only union in the plant.

"If we recognise the union many additional facilities are to be provided to it, which we cannot afford at this stage."
But we have accepted the union and entered into a settlement with it."

(Personnel Manager.)

Although the union has yet to become a part of the organizational culture, there is no hostility between the management and the union. After one year of its inception, the management entered into a LTA with the union. The management prefers and supports an internal union and believes in the policy of conflict resolution through direct negotiation. The relations between the management and the union are normal and there has been no strike or go-slow, tools-down during the four years of company’s life except demonstration or skirmishes here and there.

Larsen & Toubro Ltd. was established in 1938 in Bombay (Maharastra). The company gradually developed into a giant engineering undertaking. It has diversified its activities into different spheres. The company has now different divisions and groups like (i) Construction, Earthmoving and Roadmaking Equipment, (ii) Chemical Unit Equipment, (iii) Switch Gear Contracts, (iv) Eutectic (v) Cement, (vi) Rubber Processing Machinery, (vii) Shipping, (viii) Export, (ix) Consultancy & Engineering services, (x) Control & Automation. The Delhi unit was opened in 1954, basically as a sales office to look after the company’s sales in North India. But it has also a workshop to repair the company’s products and storage and packing facilities. The Delhi unit has different branches to look after the different
divisions of the company. The Larsen & Toubro has a switchgear manufacturing unit at Faridabad which meets the needs of industries in the northern region.

The financial accounts are maintained separately in every section in Delhi and no consolidated accounts are available. The total sources of fund in the main company are 14326 millions, sales, Rs 17658 millions and the profit, Rs 1021 million during 1991-92.

UNIONISM: The plant has one union which is recognised as the 'Sole-Bargaining Agent' by the management. The union is affiliated to AITUC and all its office bearers are the employees of the company. The subscription from members is collected by check-off system. The elections of the office bearers and other executive members are held every year by a secret ballot. The same group of persons is elected every year and a person has been the secretary of the union for the past many years. The same union represents both white-collar and blue-collar employees and the office bearers of the company are mostly from the office staff. The union directly negotiates with the Regional Manager from head office as local management has no discretion to accept union demands.

INDUSTRIAL RELATIONS POLICY

The plant is headed by the General Manager (Personnel) under the overall supervision of the Regional Manager. The department has the absolute power to frame personnel policies which are influenced by the Head-office Bombay. As larsen &
Toubro is a giant and well known name in India, it has a very clear and well communicated human relations policies. A strong human resource development culture pervades the organisation. Personnel policies and HRD systems are designed to motivate people to become winners and foster higher levels of quality and productivity through job involvement.

"At all time, at all places, they are L & T's most precious resources, its people."

"People-the Prime movers."

These are not only slogans which are widely displayed in beautiful posters at different places in the premises but the management is instructed to practice these while making personnel policies and day-to-day communication with the workers. The management-union relations are normal and there has been no strike during past many years. However, the union adopts agitational methods like demonstration only after working hours or wearing only black badges during duty time. Both parties consider joint negotiation the best method of resolving disputes.

11 LUMAX INDUSTRIES LTD.

A Trading concern was established in the year 1949 in Delhi under the name "Globe Auto Industries" to deal in automotive lighting equipment. A manufacturing unit was put up in Delhi in the year 1957. Subsequently, the firm was converted into a company under the name "Lumax Industries Pvt. Ltd." Later, in the year 1984, the company was converted into a widely held
public company. The company has 5 manufacturing units. The Lumax range of products covers lighting equipment, Filter and Moulded Parts, Rear view mirrors & Reflex Reflectors etc.

In order to keep pace with the Auto Revolution in India, Lumax entered into technical collaboration with the world renowned - "Stanley Electric Co. Ltd., Japan, so as to update its manufacturing and research development facilities. It is one of the first manufacturing units to start export of automotive components in the overseas market. It has 220 employees, investment, Rs 17 crore (approx.), Profit, Rs. 2.50 crore (approx.) and Turnover, 37 crore (approx.).

UNIONISM: There is one union in the plant which was registered in 1987 and affiliated to HMS. The management recognised the union as the 'Sole-Bargaining Agent'. Initially the subscription collection was done personally by the union office bearers, but the company has introduced the check off system for the past three years. The union elects its office bearers and executive members once in three years either by show of hands or by slip. All the union leadership is from the rank and file of the workers and no outsider is a member of the union. The workers are not dependent on the union leadership for their day-to-day problems. The management maintains excellent rapport with the workers who can directly approach the concerned officer without the help of the union leaders.

INDUSTRIAL RELATIONS POLICY

Although the company has a separate personnel
department, its job is more like time-keeping and maintaining personal records than to frame personnel policies. Being in technical collaboration with a renewed Japanese Company, personnel policies are patterned on the Japanese culture. All heads of different departments are responsible for personnel policies of their departments. There is an atmosphere of openness as common canteen and the same uniform from top to bottom rule out hierarchical feelings. The union-management relations are cordial and there has been no strike or go-slow or other forms of agitations in the last few years. The management believes in direct negotiation with the union to resolve all issues to promote harmonious and constructive human relations.

12 SHRIRAM FOODS & FERTILISER INDUSTRIES LTD.

SFFI, a unit of shriram industrial Enterprises Ltd. (SIEL), was set up in the year 1941. The company has five departments producing hydrogenated vegetable oils, refined oils, laundry soap, caustic soda and its by-products, stable bleaching power, captive tin & drum manufacturing plant and a captive power plant based on the principle of co-generation. In 1985 the unit was closed for 5 months because of a serious gas Leakage. After that the fertilizer unit was closed. It has a workforce of 900 and a turnover of Rs 400 crore, share capital, 1332.21 lacs and the profit, 487.17 lacs.

UNIONISM: The company has two unions (i) DCM Chemical Employees Lokhit Congress Union - affiliated to INTUC and (ii) SFFI Karamchari Kalyan Union - affiliated to B.M.S. Both the unions
are recognised for collective bargaining. However, there is a third union affiliated to CITU which is not recognised by the management because it is supported by a small group of workers. Both the recognised unions have outside leaders as Presidents. All other office bearers are the employees of the company. The elections of office bearers, except that of the President, are held every year by a secret ballot. Both the unions are permitted to collect subscription from their members within the company premises on the pay day. The outside leaders do not interfere in the day-to-day working of the unions as both of them are well-known national labour leaders.

**INDUSTRIAL RELATIONS POLICY**

Human resource is considered an important asset and a key factor for organisation effectiveness. The management's philosophy is to consider the employees as partners in the growth and development of the organisation. It maintains effective channels of communication with them to encourage the employees to express their feelings, views and suggestions, provides the employees an easy access to higher authorities in the organisation, and shares information with employees to build trust and commitment. Top management has given instructions that all managers should spend 30% of their time on personnel matters for better understanding of needs and aspirations of the employees in order to be productive in approach.

There is a greater harmony and mutual understanding in the labour-management relationship. All the issues are discussed across the table with neither party trying to reach a
win - loose situation. The company does not restrict these relations with 'eight-hour work' or within the factory premises but extends it to their family life - wife & children. Through various voluntary schemes, families of the employees are also involved and have a sense of belonging with the company. These schemes have been started by the company on its own without a subject of LTA. Due to such enlightened and progressive policies, not a single manday has been lost on account of strike, lock out or any other labour unrest in the last 16 years.

13. SONA STEERING SYSTEMS LTD.

The company was set up in 1987 at Gurgaon (Haryana) as a joint venture with Maruti Udyog Ltd. and technical know-how from Koyo-Seiko Co. Ltd.; Japan. Sona has today emerged as the leading manufacturer of steering systems in India. It meets Maruti's total requirements for its Suzuki range of vehicles. Sona's steering systems are also fitted in the canter range of LCVS of Eicher Mitsubishi and Dyna range of DCM Toyota. Sona is amongst the first Indian companies to have formalised a foreign equity participation since liberalisation measures were announced by the government. The company has a workforce of 230 employees, an investment, Rs 3462.79 lacs, the profit, 370 lacs and sales, 3528 lacs.

UNIONISM: The company has one union affiliated to AITUC. The union is not recognised as the 'Sole Bargaining Agent' by the management. The union has all the internal leaders. Although the same office bearers are nominated by workers, now the company
accepts them as representatives of the workers and not as office bearers of the union. The union has been struggling to get recognition as a sole bargaining agent for collective bargaining. The subscription is collected through the check off system. The office bearers and other executive members are elected every year through a secret ballot. Only the President of AITUC Guargaon Distt is the legal advisor to the union. At the time of negotiation of a LTA, the workers submit a authority letter nominating their representatives to bargain with the management.

INDUSTRIAL RELATIONS POLICY

The personnel department is headed by a personnel manager under the direct supervision of Vice president (Operation). The company has a well communicated and unambiguous human relations policy. "My focus is human, relations. We are part of the family."

(Managing Director.)

"We all work like a family."

(Union President.)

Through an effective communication and open-door policy the management and the workers have maintained a regular liaison. In its weekly meeting on every monday, every worker has the opportunity to participate and give suggestions for the actual management functioning of the company. People from the chairman downwards wear uniforms and share a common canteen. Family visits to factory site and company excursions further ensure the workers' participation and reduce hierachical contradictions. The company puts special emphasis on internal communication. The
relations between management-union/workers are very cordial and there has been no strike, go-slow or other forms of agitations in the company. The union has not gone on strike even when AITUC gave such a call in the region.

14 SURYA ROshiNI LTD.

The company was established in 1973 in the name of Prakash Tubes PVT. LTD. at BahadurGarh (Haryana). In 1976, the company was converted into a public company, and in 1986, lighting division was started. In 1991, the company's name was changed from Prakash Tubes LTD. to 'Surya Roshni Ltd.' as the name 'Surya' had become a household name. The company manufacture different types of steel tubes, steel pipes. The company has two more plants: one at Kashipur (Nainital) and other at Malanpur (M.P.). The company's work-force is 450 persons, the investment is 60.82 crore, the turnover, 140.80 crores and the profit, Rs 9.96 crores during 1991-92.

UNIONISM.: The Company has one union affiliated to BMS which is recognised as the 'Sole Bargaining Agent' by the management. The union has an advisor who is not an employee of the company. All the other office bearers are from the rank-and-file of the workers. There is no fix term of the office bearers and elections are held by show of hands in a gate meeting. The union is permitted to collect subscription within the company's premises on payday. The top leadership of the union is ideologically very close to the top management of the company. The union enjoys the management patronage by providing a peaceful workforce and
suppressing any possible disturbance of the status quo.

INDUSTRIAL RELATIONS POLICY.

The company's personnel department is headed by G.M (Works) who reports to the Executive Director. The department is responsible for framing personnel policies as well for handling personnel problems in the plant. The company's philosophy is to create better environment for and provide various welfare facilities to all workers and their families to achieve the company's goal. The management believes that if the worker is happy and contented at home, he will also be happy and productive at work. Its policy is to resolve all differences through negotiation with the union, but is against the formation of a second union in the plant. The management is totally against giving the right to workers to have a union of their choice, and has adopted all sources and authority on their command not to permit the workers to have a second union. The management gives all support to the present leadership to retain the membership. The union-management relations are normal and there has been no strike, go-slow or other forms of agitations during the past many years. The workers know the close ties that exist between the union leadership and the employers. The union professes industrial peace and harmonious labour-management relations and in turn satisfies the management more than the interest of workers. But the management has created a certain paternalistic attitude to look after the needs of the employees.
The company was established in 1967 at Faridabad (Haryana) as a printing unit. Now, the company is one of the biggest printing press not only in India but in Asia also. It is one of the first company which has all the facilities of printing under one roof. The company has 1500 workers, and its investment is Rs35 crores (Approx.), profit is Rs 75 lacs (Approx.). Though the company is a public company, in practice it is a well-knit family concern.

UNIONISM.: At present the company has one union affiliated to INTUC which is recognised as the ‘Sole Bargaining Agent’ by the management. In 1987, the workers shifted their loyalty to a new union which was affiliated to HMS. Again in 1991 the majority of workers became members of a new union affiliated to LMS and HMS was reduced to a minority. The inter-union rivalry between the two unions led to violence and lockout. Then again, all the workers became the members of the old union (upto 1986) and disbanded the two rival unions. The management recognised the present union and signed a LTA with it. The union president is the ex-employee of the company, but all other office bearers are from the rank & file of the workers. The union elects office bearers every year who nominate other executive members from different departments. The task of subscription collection is done personally by the office bearers within the premises on payday.

INDUSTRIAL RELATIONS POLICY.

There has been great chaos and turmoil in the
industrial relations scene of the company in recent past. The company became the arena of inter-union rivalry and political vendetta. To prove their supremacy and majority two unions affiliated to HMS & LMS went on strike leading to large scale violence, damage to company’s property and finally a lockout for 72 days by the company. This particular incident still has a powerful bearing on the industrial relations policy of the company. Both the management and the workers now support the internal union affiliated only to INTUC as they became chary of external union leaders.

The management firmly believes settling issues across the table and in the institution of collective bargaining. The company has a full fledged personnel department headed by Chief (Personnel and Administration) who directly reports to Works Director. The department believes in open-door policy and sharing information with the union.

The workers have also learned from past incidents and firmly believe in peace and harmony rather than in strike and confrontation.
<table>
<thead>
<tr>
<th>S. No</th>
<th>Name of Companies</th>
<th>Place/State</th>
<th>Years of Est.</th>
<th>Type of Product</th>
<th>No of Workers</th>
<th>PROFIT</th>
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<td>1</td>
<td>ATLAS</td>
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<td>DELHI</td>
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<td>S F F I</td>
<td>DELHI</td>
<td>1941</td>
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<td>Atlas</td>
<td>1</td>
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<td>COMPANY</td>
<td>RECOGNISED</td>
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<td>INDEPENDENT</td>
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<td>Birla</td>
<td>6</td>
<td>AITUC</td>
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<td>INTUC-2</td>
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<td></td>
<td></td>
<td>BMS</td>
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<td>2</td>
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<td>OUTSIDER</td>
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<td></td>
<td></td>
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<td>8</td>
<td>H S W</td>
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<td>9</td>
<td>Invel</td>
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<td>INTERNAL</td>
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<td>L &amp; T</td>
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<td>RECOGNISED</td>
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<td>Thomson</td>
<td>1</td>
<td>HMS}upto LMS}1991</td>
<td>OUTSIDER COMPANY</td>
<td>INTUC-Present</td>
<td>RECOGNISED</td>
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</table>
The above discussion describes the salient features about the history, organisational culture, texture and context which vary from company to company. Each organisation's philosophy differs in its scope and spirit and so do the industrial relations. The industrial relations policy and approach to unions can be classified and grouped in different categories.

1. Some companies have a clear policy and philosophy about industrial relations which results in a relationship of cooperation, understanding and support between management and union/workers. The philosophy of 'Looking after its people, as well maintaining high quality of products and productivity, dominates in ethos, and human-related aspects are not mechanically managed but handled with sympathy. The philosophy of caring extends not only to the employees alone but to their families too. These companies have started on their own various welfare, recreational and educational schemes to look after the needs of the workers and their families beyond the eight hour relationship. The companies extend their relationship for 24 hours inside and outside the non-work life. In such companies industrial relations are central and are accepted to have a legitimate and equal claim on the organizational resources.

2. In some companies demands of technology, achievement of production targets and profits alone reign supreme. Such companies emphasize the economics of labour, resent any laws
and pressures which restrict their freedom to achieve the above objectives and spend minimum possible resources on people related areas. The personnel function itself is turned into a peripheral function with little authority, status or priority, and the direction of personnel policy is determined by compliance to legal status and limited by financial requirements.

3. Achieving organisational goals of higher productivity, high quality, expansion & diversification and profitability through people' is the basic policy of some companies. People are seen not as a cost but as an investment which, if developed, bears fruits. Through effective personnel policies, like personnel inventory, personnel audit, manpower planning, rewards, training and career planning, the management tries to achieve organisational objects. The overall approach to man continues to be cost benefit oriented. Attention is paid mainly to those aspects of their life which are directly related to the company's goal. The interaction between management and workers' union is normally bounded by eight-hour workplace relations.

Approaches to unions

You get a kind of union you deserve. The union has become the integral part of industrial life. The philosophy and approaches to unions in different companies differ and so do the unions. The approaches of the sample companies is summarised in brief:

1. In those companies, where the union is a recent phenomena,
there are initial confrontation, resentment, suspicion and non-acceptance of the union as a part of total organisation. The union is registered but not recognised for collective bargaining. The union is not involved in day to day consultations in worker related issues and does not feel secure. The attitude of the management towards the union is of 'adjustment', although there is no hostility between the management and the union. The company prefers and support an internal union.

2. The approach towards unions in some companies is to have 'constructive unionism'. The management has systematically nurtured and strengthened an internal union which is politically close to management ideology. The management goes to any length to prevent the rival union or any union affiliated to other federations opposed to the union of their choice. In other words, elections and takeover of the union is not perceived as an internal matter of the union. The union is involved in day-to-day workers related issues.

3. In some companies unions have been accepted as an integral part of the organisation. The union is consulted in all matters including diversification and technological changes. The relationship between the management and the union leaders is friendly and free. The union leaders are given complete off from their duties to maintain contact with workers. They are given a conference room inside the company where they meet regularly to discuss their problems.
4. Some companies do not want to interfere in the workers' right to choose their union and prefer to fight the union if and when it behaves 'irresponsibly.' The companies do not resist outside leadership, outside leaders are consulted only at the time of the settlement. The union leaders are not given extra privileges and policy of obliging and appearing union leaders through small favors is not followed. The company maintains a constant touch with the union.