Similarly in the daily working of an industrial establishment, there could be number of actions or decisions by the management. If the workers perceive all these actions or decisions as fair and just, the factor ‘trust’ is fairly established in that organisation.

Having seen what this factor ‘Trust’ is, we shall now see the elements which we have taken up for our study, as those who contribute to this factor or cause influence on this factor.

Element 1: Clear Management Policy.

‘Policies and programmes are human made guides to action.’ Every employer is expected to have a clear idea of what are his business functions, viz. marketing, finance, production, and personnel. Each organisation has its own style and wish of designing their way of doing. The true professional management must, in first place, draw out its policy statement in each of its functional areas.

As we are concerned in the area of industrial relations, so we are concerned with the personnel policy of an organisation. There are again two dimensions to this issue.

1) One, management having a well defined policy and

2) the other, management communicating the same to its employees.

The absence of either of these, would naturally keep its employee in darkness about the mind of their management. When the employee is not clear of what the management will do in a given situation, he is confused. He suspects the bonafide of any management action as long as he is not knowing the real intention of the management. This suspicion is no way a welcome sign. As we think of an employee perceiving the managements’ policy as to attend to employee welfare, he sees the provision of an omnibus for his transport to workstation, as a good gesture of the employer. Otherwise, he looks at it as another commercial activity of the organisation. Same kind of misapprehensions are possible in every management action, if the management does not make efforts to clarify its policies to its workers.

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contd....
So, it was thought that 'Clear Management Policy' is an important element for the factor 'Trust'. When this aspect was tested, 168 of the 176 respondents (95%) agreed with our hypothesis. This element ranks first with other two elements we had chosen in our hypothesis, namely sharing the gains of productivity and 'employment security'.

Element 2: Sharing the gains of Productivity:

"Sharing the gains of productivity should be regarded more as a philosophy of Industrial relations rather than a statistical technique or a mathematical formula of distributing gains'. Similarly it is also not a simple gimmick to increase output for a stated input.

Workers generally look for an opportunity for employment to eke out his livelihood. However, when once he gets employed, his interest and need turn to security and status in stages. Organisational psychologists have established beyond doubts that there is a well defined need hierarchy for any human being, as diagramed below in Fig. 3.

\[\text{Fig. 3}\]

Maslow’s Need Hierarchy

1. Sharing the gains of productivity, National Productivity Council Guidelines and Illustrate Models, May 1972 (Chapter I)


contd....
Although the fundamental need of a human being is to attend to his physiological and security needs, the pride one gains through achievement of something takes predominance when the former lower level needs are satisfied. Besides the esteem aspect, the workmen also feels one with the management when the later chooses to tell him that he would spare some part of his gains should the workman care to contribute to the same. It is possible the workman sometimes craves for grabbing a lions share of whatever the organisation gains out of his extra effort. He pleads for a higher rate of incentive, whenever an incentive scheme is introduced. Nevertheless, when it comes to the question of accepting the employer as one with 'good heart' the employee lies him if the output yields automatically an incentive payment to him. Keeping this aspect in mind, we inducted the element of sharing the gains of productivity as an element to the factor 'trust'. Ninety five percent of the respondents agreed with our view, and so we consider this element as an important one to build the factor 'trust.'

Element 3: EMPLOYMENT SECURITY

Only 38.18% of our population has secured employment in organised sector. The problem of unemployment is predominant in our country since independence. There is always a great 'rush' and 'anxiety' among unemployed persons to find employment in organised industries, in view of assured decent wages and other conditions. As we mentioned earlier, this forms the fundamental need of every human. Likewise, every employee is concerned in protecting his employment status and he carries with him a constant fear of losing it at the initiative of the employer. 'There is no fixed rule of law defining the degree of misconduct which will justify dismissal'. So an employer out of his own whim can choose to throw away an employee for reasons best known to him without minding the odds against such action, in the moral or legal angle.

There is enough legal protection for the employee in respect of his security of employment. An employer cannot have a 'hire and fire policy' as he pleases. Every unit employing 100 workmen or more is required to observe a Certified Standing Order as per Industrial


*As per 43rd Survey conducted by N.S.S. work - Department of Statistics, during July 87 to June 88.
Employment (Standing Orders) Act 1949. Even when an employee commits an act of misconduct, it must be properly enquired into after giving adequate opportunity to him to explain his part the story. The slightest technical error an employer makes in taking the punitive action of dismissal on an employee, would implicate him to take the employee back to work with wages fully paid for the period the employee had been laid unemployed.

Notwithstanding all these constraints, an employer may choose to dismiss an employee from his employment by clever manipulation of facts and situation. The employee is also conscious of this fact. He always feels within himself that his security of employment depends upon the attitude of the employer. What security the law and trade union strength cannot give him, he hopes, an employer’s fair attitude can give. So, he feels comfortable when the employer is fair in his action and husbands his tenure of employment. When his employment security is not at stake, the employee ‘trusts’ the employer more. It is with this assumption in mind that we tested this hypothesis with the respondents. As already stated, 95% of the respondents agreed with us and we can safely conclude that ‘employment security’ is the third important element for the factory trust.

The next three elements which got the agreement from 93% of the respondents are outstanding achievements, socially responsive attitude and quality conscious of the management.

Element 4 Outstanding achievements:

An employee takes pride in the achievements of the organisation. A profit making company earns the respect from its employees. A market leader of a product enjoys the involvement from its workmen. An innovative and progressive unit carries with it the sense of belonging from every workman.

On the contrary, an organisation which is in red, which trails behind from its competitors and whose management takes less interest in the progress of the organisation, loses the morale of its employees. The employees choose to leave the organisation. When it is not possible, they become ‘pain in the neck’ for the organisation. In either case they lose ‘trust’ in the organisation they work for. They openly comment and criticise about the organisation. Little wonder than 93% of the respondents agreed with us that outstanding achievements is one of the important elements that build ‘trust’ in the organisation.

contd....
Element 5: Socially responsive attitude:

The man, who is a social animal, carries with him the basic love for the society in which he lives. When his organisation lends a helping hand to society, it adds to the respect that the employee has on the management.

The management expresses its socially responsive attitude in so many ways. To list a few:

a) The organisation can take extraordinary care in controlling pollution to environment which might occur due to its process requirement. This pollution can be related to air, water, earth or any other element of geology.

b) The organisation can provide for the society in which it is situated, basic amenities, like good drinking water.

In our country most of the industries are situated in rural or semi-urban areas where water scarcity is a well-known phenomenon. A prudent industry always arranges for drinking water supply to the neighbouring society by sinking borewells or drawing pipelines from the nearby water sources. The local bodies have limited financial resources to do these things and an industry which is economically better disposed can choose to take these responsibilities.

The industrial unit, in which this study was conducted, had its own record of attending to the needs of the neighbouring society through the activities enlisted below:

1) Sinking borewells, drawing pipelines, and rendering direct water supply from its own storage, for the residents of neighbouring villages, which are as many as 80 in number.

2) Helping educational institutions in assisting them with infrastructural facilities.

3) Assisting constructions of temples, mosques and churches or providing necessary accessories to these places of worship.

contd....
i) Helping various social, cultural and educational institutions in conducting sports or organising district level or state level sports events, in support of various sports organisations.

v) Attending to the needs of victims of fire accidents or flood disaster, by providing food as an immediate relief and organising shelters for their rehabilitation.

vi) Conducting cultural and entertainment programmes for the benefit of the society at large.

vii) Rendering free medical aid through their hospital, particularly for maternity care, and conducting free health camps periodically. They also play a very active role in Family planning efforts and 'polio plus'* immunisation programmes.

viii) Constructing bus shelters for the benefit of waiting passengers.

ix) Planting trees every year in hundreds to thousands to preserve mother nature.

These and several other activities they undertake systematically, by providing budget for the same every year and making decisions through a committee specially constituted for this purpose.

We thought that this will be an element which will improve the pride and morale of the employee and so we included this element as an important one for building trust. As we guessed, 93% of the respondents agreed with us.

Element 6: Quality Consciousness:
This again is another phenomenon which is not apparently related to employee satisfaction. But the fact remains that the employee is subconsciously concerned with the image of the organisation in which he works and so he is very much concerned with the quality consciousness of the organisation. When the organisation does not show interest in the quality of its products or if it does not lay emphasis on quality control measures, it loses its esteem from its employees. The latter, out of their own ethical dimensions or out of their fear that the organisation might lose its image first and business afterwards, give up their hopes on the organisation. On

* This is a programme launched by Rotary International to eradicate Polio and five other diseases viz., measles, tetanus, pertussis, diphtheria, tuberculosis.
on this basis we considered this element as one of the important ones for the factor ‘trust’. 163 out of 176 that is 93% of the respondents agreed with us.

Element 7: Concern for People:

This is another phenomenon which is expressed in very many ways.

An employer can show his concern for people by:

a) conforming to statutory welfare measures willingly.
b) extending more welfare measures voluntarily
c) recognising the human needs of employees and attending to them with care.

There are a few legislative requirements for an employer to provide welfare measures to employee. For instance Factories Act 1948 obligates an employer of a factory to safeguard the health, safety and welfare of its employee. It also requires him to employ people in properly regulated work hours and holidays. It provides for leave for workers annually to recuperate their health.

The health provisions of the above Act requires an employer to ensure:

a) Cleanliness through various measures
b) Disposal of wastes and effluents by proper process
c) Proper ventilation and temperature through adequate arrangements
d) Protection against dust and fume
e) Avoidance of overcrowding by providing adequate work room space.
f) Proper lighting
g) Availability of wholesome drinking water
h) Adequate facilities of latrines and urinals
i) Provision of spittoons at appropriate places

contd....
The Act also requires an employer to give adequate safe working conditions by

a) Fensing of machinery

b) Restricting workmen in working on machines on motion and in similar dangerous situations.

c) Examination of hoists and lifts and similar equipments periodically.

d) Testing pressure vessels periodically

e) Taking precautions against dangerous fumes gases etc.

f) Proper maintenance of buildings and

g) Appointing a Safety Officer to take care of safety exclusively.

This Act further prescribes welfare measures requiring the employer to render-

a) Washing facilities

b) Facilities for storing and drying clothing

c) Facilities for sitting at leisure

d) First aid appliances and first aid room

e) Canteen

f) Shelters, rest rooms and lunch room

g) Creches for woman employees

h) Services through qualified Welfare Officer to take care of these measures.

The Act restricts adult workmen to work only for 9 hours in any day, 48 hours in any week and compels them to observe a day as holiday in a week. It also empowers a workman to earn 1 day leave for every 20 days of work he has rendered in the previous year.

contd....
The employees Provident Fund and Miscellaneous Provisions Act 1952 requires an employer to

a) Contribute as much as 10% of employees wages to a Provident Fund together with an equal sum deducted from the concerned employee’s wages, for accumulating with interest to serve as a ‘Providence’ during his lien days after retirement.

b) Enroll the employee to a Family Pension Fund which provides for periodical pension payments to the dependents of employees in an exigency of his death intestate.

c) Contribute for an Insurance Scheme to encourage employees to maintain the above deposits without withdrawing, the above deposits

The legislative Obligations under ESI Act, Workmens Compensation Act, Maternity Benefit Act obligates the employer, either through contribution to the duly constituted corporation or by direct expenditure, to

a) render medical assistance to employees and their family members.

b) make payment for the days the workman disabled to attend work either due to sickness or due to employment injury.

c) make good of the permanent loss of earning capacity due to employment injury —partial or full.

d) assist during pre natal and post natal periods of delivery by granting maternity leave with full wages.

e) pay periodical payments to the family members of an employee who dies intestate.

These are a few major measures to ensure the well being of an employee which the legislation provides. Mostly employers adhere to these provisions due to their ethical values. Where there are omissions, the inspecting authorities ensure adherence without fear or favour. Still in the eyes of an employee, if an employer attempts to slip any of these measures, the ‘trust’ factor gets dented.
Apart from the welfare measures that an employer has to do under legal obligations, he may extend facilities out of his own innovation and broad mind. For instance-

a) he may promote housing schemes for employees, if not, provide housing from his own estates.

b) he may provide transport facilities for the employees to reach the workstation and to get back house after work.

c) he may provide infrastructure for various community welfare schemes like a wedding hall for conducting marriages, a school, a play-ground a temple, a parl etc.

d) he may promote co-operative societies for their

   1) thrift and savings, besides money deposit and credit facilities

   11) for buying their provisions, gas distribution etc

   111) milk supply

In the unit under study, all these innovative and voluntary services were found.

The Unit has provided the following facilities for its employees.

1) A housing colony to accommodate as much as 60% of its employees of all categories, with 24 hrs electricity and water supply and sanitary services.

   medium and a matriculation school in English

11) A higher Secondary School in Tamil medium with a nursery school attached.

111) A Community hall to facilitate marriages and functions with cooling utensils and facilities.

1v) Five temples inside the colony premises with shrines depicting various philosophies and following.

v) A playground for public, gymnasium and walling track with adequate facility to play football, hockey and athletic meets.

contd....
v1) A playground for school children, with a pucca auditorium to conduct programmes of music, dance and other histrionic talents.

v11) Separate courts for Basketball, Badminton, Tennis and Volleyball

v111) A park for the residents with expansive lawns and horticultural beauty and a spring with a fish pond

v1111) A children’s park for tiny tots to play and enjoy

v) A cooperative store to render supply of groceries, Vegetables, cooling gas, furniture, stationery and other essential items. A branch of this is functioning inside the colony campus for easy access to housewives.

v111) A cooperative bank enrolling employees as its member for their thrift savings, deposits and loans.

v11) A bus has been provided for transporting school going children and college girls, to the town 57 km away, daily.

v111) Transport is also extended to housewives of employees for doing shopping and entertainment at the town 57 km away, once every fortnight.

We had hypothesised that these voluntary measures express the genuine concern for people and this adds to the factor ‘trust’. Besides these voluntary measures, there is also a third dimension viz., recognising human needs of employees and attending to them with care. We consider, after basic physiological need and security need, the need for recognition and status stay predominantly and organisation must attend to these needs to earn the ‘trust’ from employees. Then, how an organisation can attend to these needs?

a) An employer can give opportunity to employees to participate in the management in various measures.

b) An employer can express his satisfaction on the performance, conduct and involvement of the employee, by means of intrinsic and extrinsic rewards.

contd....
c) An employer can go into the personal needs of the employee and enquire with interest as to how he is going to attend to them; in short, an employer can participate in employees way of living.

d) An employer can establish as many forums as possible for the employee to interact with other employees, and members of management, to enjoy the benefit of affiliation and psychological Stroking.*

e) An employer can also directly recognise the memorable events in an employee’s life like birth days, wedding days etc.

In the unit where we conducted the study these aspects are taken care with all meticulous planning and they are narrated hereinbelow:

1) On the first working day of every calendar month an assembly of all the workers of the unit is organised in front of the Time Office.

In this meeting a brief presentation speech is rendered by the top officials from the Wholetime Director onwards and a typical agenda is as follows:

1. Greetings for the season, festivals in the month.

2. Condolence message if any, and condolence resolution in respect of any employee’s death in the previous month.

3. Achievements of employees in the industry level, district level and state level contests.

4. Achievements of the unit in productivity safety or industrial relations in the form of Awards by Government and other agencies.

* Stroking, a term defined by Dr. Eric Berne author of Transactional analysis, may be colloquially to denote any act implying recognition of another person. Eric Berne, Games People Play, Ballantine Books, New York, 1964.

contd....
5. Details of the business of the organisation, in terms of production, sales, various process goals, during the previous month.

6. Problems of the unit in terms of raw material, power and others, being shared.

7. Long Service Awards being distributed.

8. Suggestions given by employees explained and the concerned suggestor recognised by award presentation.

9. Announcement on the events for the forthcoming month.

10. A brief presentation by an employee on any of the common themes like values, savings, safety etc.

11. Explanation of the "Thiruđural" * with a copy distributed to all employees.

11) A number of participative forums periodically meet; weekly or once a month as the case may be, and resolve issues in the unit. They are:

a) Joint Management Council
b) Productivity Committee
c) Safety Committee
d) Canteen Managing Committee
e) House Allotment Committee

* 'Thiruđural' is much valued words of wisdom gifted by saint Thiruvalluvar, in Tamil, containing 1330 verses of 7 word stanzas

contd....
A number of social forums with Managing Committees having women participation organise various programmes of common interest. They are:

1. A Tennis Club, affording facilities for playing tennis, shuttle badminton, table tennis, card games with a TV room and reading room.

2. A recreation club, affording facilities of card tables, chess tables, carom, reading room and table tennis.

3. A ladies club with facilities for playing shuttle badminton, volleyball, carroms, Chinese chess and space for tailoring, music and dance lessons.

4. A closed Circuit TV Committee to facilitate viewing international TV viewing and local telecasting.

5. A temple committee to organise religious and spiritual programmes on appropriate occasions and to organise special programmes.

6. A Welfare Committee to impart quality of life education to colony residents, and to oversee colony housekeeping.

7. Quality circles; there are 5 quality circles effectively functioning in the organisation.

8. A Suggestion Scheme, to motivate employee participation, examine suggestions, implement them and reward the suggestor who has given the valuable suggestion.

9. Special Quality of Life Programmes which include issue of monographs on various life oriented matters.

10. A Counselling centre:

11. Facilitating a Rotary Club, Rotaract Club and Interact club organised in the campus.

12. A horticultural nursery to nurse plants and improve ecological factors.

contd....
13. A dairy farm to nurture cows, which animal is considered as embodiment of Hindu culture.

14. A house magazine publishing various events in employees life and the employees achievements.

With all these activities, an organisation can express its concern for people, which element is bound to increase the factor 'trust' on the employer. When tested this hypothesis, 160 out of 176 respondents i.e. 91% agreed with us.

The next two elements which were accepted by 90% of the respondents are (i) Professional management and (ii) Well regulated wage structure.

Element 8: Professional Management:

By Professional Management, we mean, the administration of the unit based on well accepted principles of management rather than by the whims and fancies of a certain individual, or making 'adhoc' decisions on every issue.

It will be appropriate to recall the "Red Hot Stove Rule" for Discipline, propounded by Douglas M Gregor: here:

a. A red hot stove, by its redness 'warns' people of its effect. If one touches it causes burns.

b. A red hot stove, causes the burns to every one, i.e. it is 'impartial'. It does not cause a small burn to some and serious burn to some other.

c. A red hot stove causes burn whether you have rendered any personal consideration to it or not. It is impersonal. It burns even the one who cleans it every day, if he touches it while it is hot.

* Rotary is an international organisation established for human fellowship as well as community service. Rotaract and Interact clubs are their wings to cater to the needs of youth members and school going children respectively.

contd....
A red hot stove causes burns very immediately. It does not postpone the burns due to its own whim.

A Professional management likewise should have well defined policies consciousness in action, well defined authorities, order, proper direction and control. An employee will also be clear as to who is to be approached for what purpose. He calls on his superior for leave, contacts the personnel department for clarification in his P.F. account and looks up for the cashier for his wage payment. In a professional management, an employee does not expect the managing director to count and disburse his wages nor the personal assistant of the managing director’s son who is a student, asking him to give increased output.

The respondents were clearly explained what is professional management and 90% of them agreed that this is an important element for the ‘Trust’ factor.

Element 9: Well regulated Wage Structure:

Wage structuring is an important activity of human resources management. Being a reward for labour, enormous care must be taken in doing this job. Any discordant note while orchestrating the process would cause corresponding disturbance in the melody of industrial relations. Basically, every employee is entitled for fair days wages for fair days work. But, more than the adequate compensation one gets, one is sensitive to the equitability aspect of wage payments. So, the same kind of job of the same value should bear the same level of wages. Organisations normally depend on the following techniques for structuring their wages:

1. Job evaluation
2. Wage survey – in the industry
3. Wage survey – in the region
4. Collective bargaining

Whilst job evaluation would guide us with the information on ‘relative worth of jobs’ in the organisation, the regional/industrial pattern would help us to fix wages that are competitive. The collective bargaining exercise would settle the grades and scales with total acceptance of all concerned.

contd....
The Unit under study has been under the jurisdiction of Industry level Nation wide Wage Board and Arbitration Awards since 1956. So much so the wage structure is fairly settled and accepted. The employer has little choice to deviate from what has been accepted. However, in case he fails to properly follow the structure, or he makes alterations in the structure to his convenience, it might cause disruption to the factor ‘trust’. When we examined this with the respondents, 90% of them agreed with our view that this is one of the important elements that build the ‘Trust’ factor.

Element 10: Growth Programme:

Career growth has been identified as one of the motivating factors for all employees in the Industry. Frederick Herzberg in his two factor theory categorised this element as a ‘motivator’ which satisfies the employee. In fact, he conducted a survey on a set of Accountants and Engineers way back 1959 and since then various studies have confirmed his theory. In his theory, he has listed a set of ‘hygiene factors’ and a set of motivators’. He says if the ‘hygiene’ factors are absent, an employee gets ‘dissatisfied’ with his job and might choose to leave the job. If these factors are present, he will not be ‘dissatisfied’ but it by no means assures his ‘satisfaction’. For an employee to get ‘satisfied’, the ‘motivators’ must be present. The set of these two factors are given below:

**Hygenies:**

- Supervision
- Company policy
- Peers
- Pay
- Job security
- Working conditions

**Motivators:**

- Achievement
- Advancement
- Recognition
- Responsibility

*Source Edwin B Flippo, Personnel Management, 6th Edn, pp 375.*

contd....
Table 2

Elements influencing the factor 'Trust'

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<thead>
<tr>
<th>Element</th>
<th>Agree</th>
<th>Disagree</th>
<th>Unsure</th>
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<tbody>
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<td>CLEAR MANAGEMENT POLICY</td>
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<td>3</td>
</tr>
<tr>
<td>SHAREING GAINS OF PRODUCTIVITY</td>
<td>168</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>EMPLOYMENT SECURITY</td>
<td>168</td>
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<tr>
<td>OUTSTANDING ACHIEVEMENTS</td>
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<tr>
<td>SOCIALLY RESPONSIVE ATTITUDE</td>
<td>163</td>
<td>5</td>
<td>8</td>
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<tr>
<td>QUALITY CONSCIOUSNESS</td>
<td>163</td>
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<td>6</td>
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<td>CONCERN FOR PEOPLE</td>
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<td>PROFESSIONAL MANAGEMENT</td>
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<td>WELL REGULATED WAGE</td>
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<td>STRUCTURE</td>
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<tr>
<td>CAREER GROWTH PROGRAMMES</td>
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</tbody>
</table>
On the basis of the above study, advancement is considered as one of the important factors to give satisfaction to the employee. Accordingly, we considered this as one of the important elements for our ‘Trust’ factor. When we tested this with our population, 89% of the respondents agreed with us that ‘Career growth programmes’ in the organisation build ‘Trust’ of the employees.

So, we may fairly conclude that these 10 elements are important to build ‘Trust’ in organisation, which is considered by us as normal factor for harmonious industrial relations. These elements are tabulated in their order of importance in Table2.

Some of the respondents suggested the following elements also to be considered important for the factor ‘trust’.

Delegation of Authority

Rewarding meritorious work

Periodical job analysis

Open door policy of management

Recognition of special skills and talents

Effective communication

Participative management.

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B. MANAGEMENT NEGLECT AND ITS ELEMENTS.

By Management neglect we mean management failures in general. More precisely, we have defined the term as under in our questionnaire:

The resultant perception of workmen on various management actions, giving direct or indirect message about their attitude to work force and the working of the organisation leading to dissatisfaction and frustration among workmen.

Even in successful and profit making organisations the team of management is likely to make mistakes which cause disturbance to harmonious industrial relations. Every mistake they make may accumulate in the minds of workmen a sort of disrespect and hatred which ultimately explode into activities that express total distrust on the management. The management may commit these mistakes out of ignorance or under wrong assumptions. But, the result is the same. It is therefore necessary for us to go through the various elements that contribute to this factor. We have hypothesised 10 elements for our study and we shall go through them one by one.

Element No. 1 Not providing proper working conditions;

Of the ten elements we had chosen, this was agreed by 165 out of 176 respondents, i.e. 94% and so this ranks first.

Besides the Statutory requirements, an employer is expected to provide working conditions that are congenial for work. As we have already observed in the previous part of this chapter, "Working conditions" form one of the 'hygiene factors' that avoids dissatisfaction of the employee at work. By working conditions we mean here basic infrastructure and amenities that make an employee work comfortably. To group them quickly, we may say that the following are considered as working Conditions:

a. Good work positioning, taking into account the movements required for doing a job, whether the job can be done in a sitting position etc. conceptually called human engineering factors of work.

b. Good lighting, ventilation and comfortable temperature, noise levels etc. called ergonomic factors.

contd...
c. Convenient work schedules, fatigue intervals, recess for lunch and personal conveniences etc.

d. Good work clothing, protective equipments and other amenities to counteract difficulties arising out of work nature.

If an organisation does not provide basic amenities and working conditions, it would amount to management neglect which factor reduces the effect of morale and 'trust' workmen have in the organisation.

Element No.2: Failure to take disciplinary action:

An organisation maintains discipline on the basis of Standing Orders, which is a tripartite document spelling out 'dos and donts' of management and workmen. Industrial Employment (Standing Orders Act) 1948, an important legislation in the area of Industrial relations, requires industrial establishment employing 100 workmen or more, to form Standing Orders and get them certified by the Certifying Authority. The Certifying Authority is normally the State Labour Commissioner or the Regional Labour Commissioner in respect of the establishments who have the appropriate government as State or Centre, respectively. The employer is required to draft the Standing Orders, forward 5 copies to the Certifying Authority, who after hearing both employees' representatives and employers' representatives, corrects if necessary and certifies the finally agreed copy of the Standing orders.

These Standing Orders distinctly provide in every organisation,

a. what are the misconducts which are punishable.

b. what is the procedure for taking disciplinary action when an employee commits a misconduct, and

c. what are the punishments.

If on any occasion, an employee commits an act, which comes under the description of misconduct, an employer is supposed to initiate disciplinary action as per laid down procedure and award appropriate punishment for such act.

contd...
Most of the employers do follow the procedure. However, sometimes they do not follow this, perhaps due to one of the following reasons:

a. A natural lethargy or lack of work commitment by those in management who are supposed to initiate action.

b. Facts presented to such authority, being inadequate and he is not able to take risk on the legal angle.

c. Influence of any individual interested in the employee who has committed the misconduct, including a Union Official, Management member or even outsider.

d. The situation being explosive due to various other conditions, immobilizing the management from adding one more material to explode.

Whatever be the reason, an employee as an individual respects the Management only when it takes the right action on any disciplinary matter. If the management does not do it, he either laughs at or hates the ineffectiveness of the management, and never applauds. He may collectively protest against any severe action, but individually admits such action. However much the management undergoes any dilemma, on the workers point of view, if the management fails to take disciplinary action, it amounts to management neglect. When we tested this hypothesis, 93% of the respondents agreed with us.

**Element No.3: Not maintaining the flow of related information to workmen:**

Downward communication is as important as the upward or horizontal level communication. The primary flow of information downward is work instruction. The next comes any information in which the workman as an individual or a member of his group is naturally interested: If one goes deeply into this aspect, it all boils down to only these two, viz.

a. Work related information

b. Reward related information

When the interest of management is to make workmen work, why should it withhold these information at all?

contd...
The reason could be very minor or simple. But it could be real enough to create enough disturbance to industrial relations. For instance,

a. The Management might not have appropriate design to communicate matters to employees.

b. The front line supervisor might not be competent enough in this area.

c. The management might consider that it should be secretive in every matter and they may have a closed mind when interacting with workmen.

d. The management might have underestimated the capacity of workmen to receive such communication.

e. The management sometimes, out of ignorance or inadvertence, might hold the information on the plea that workmen do not have any right for such information.

When the information does not flow downward, besides the work not getting accomplished, the workmen is aggrieved of non-recognition. His ego is hurt. He tends to express a non-cooperative attitude. We therefore consider this element as a management neglect leading to disturbance to industrial relations situation. Ninetytwo percent of the respondents agreed with our hypothesis.

Element No.4: Ineffective grievance settlement procedure;

The basic interpretation of the term grievance would include any discontent or dissatisfaction that affects organisational performance. It can be either expressed or unvoiced, written or oral, legitimate or ridiculous. ‘The broad definition of grievance has its value as far as the basic managerial philosophy is concerned. The Manager has to be convinced with all discontents regardless of a personal opinion of their validity’


contd...
A grievance machinery is to be established in each concern to redress the grievances of workers. This must be done voluntarily and should be available to even a meal employee. The relevant machinery, therefore, must be made simple. Similarly it must also be expedious. Basic principles of a grievance procedure can be listed as follows:

a. A worker should be able to easily approach the person handling the grievance, i.e. someone like his immediate superior.

b. The oral expression of grievances must be recognised at the first instance.

c. There must be time limits imposed for settlement of grievances.

d. If the grievances are not settled in the stipulated time by the authority who hears the grievance, there must be scope for appeal to the next level.

e. The grievances sometimes need to be expressed with more clarity, emphasis and logical reasoning if not with authority, and so scope for representation through a Union Official to be given at later stages.

Every organisation can form its own grievance settlement machinery, in accordance with the above principles. National Commission on Labour (1969) has given a model grievance procedure for industries to adopt. Industrial Disputes Act 1947 through its amendment in the year 1982, introduced a Chapter IIB exclusively prescribing a Grievance Settlement Authority and making it mandatory for the employer and employee to process grievances through this Committee failing which a dispute cannot be taken up by the conciliatory machinery of the State.

With all these regulations, there could be ineffectiveness in grievance settlement procedure due to various reasons as listed below:

a. Management not feeling the importance of such machinery or having a negative attitude out of fear of resultant unknown effects.
Element No. 6 Blind to corrupt practices in employee matters.

Any unethical practice is generally scoffed among members of society. In an industrial setting, any corrupt practice administered by any one is detested if not protested by workers.

Where at all corrupt practices emanate in industry? The answer is simple. Whenever an action is going to favour someone, and there are so many awaiting for that favour, the one who takes the action is vulnerable to fall prey to corrupt practices.

For instance, in an industrial setting the following could be scarce and so many applicants or employees might be competing for their chances.

a. employment  
b. allotment of houses in the housing colony

It is possible, everyone, who is in need of these benefits goes to influential people to obtain one the chance of the benefit. The influential people, if they are honest and of ethical behaviour, may obtain the favour or grant the favour as a matter of human assistance. It is also possible they put the seeker in the right way of approach or explain one the right procedure to seek such opportunity. However, there could be unscrupulous elements which might exploit the dependence of such individual seeking favour and extract money or other consideration for obtaining these favours. Trade union leaders are the normal targets of such allegation. It might be true or it might be false, but such a practice if talked about, it will tell upon the reputation of the management.

We thought management shall not keep quiet if they hear about such corrupt practices. They must act to eradicate such practices. However, it is out of routine, management must really be concerned with any such act of it, which would cause a sense of disrespect in the minds of workers. So, being blind to such corrupt practices is an element of management neglect and for this hypothesis of ours 91% of the respondents gave their agreement.
Element No. 7: Delay in Making Decisions:

In a business organisation, decisions are made every moment and at every functional area. There may be decisions of routine nature. There may be decisions requiring special consideration and analysis. Although, enough care must be taken while making decisions, prolonged delay in making decisions irritates people concerned and this becomes the cause of disruption to industrial relations sometimes.

Why an organisation should delay decisions?

Generally, any decision making involves three activities viz.

1) Intelligence activity
2) Design activity and
3) Choice activity

Intelligence activity is collecting data required for designing the various alternatives. Suppose workers demand a new kind of allowance, by intelligence activity we mean gathering of following information:

1) Is it rational in the first place?
2) Does the company has the capacity to pay that?
3) Will there be any similar demand if we accede to this demand? If so, can the management accept that?
4) Will it create any imbalance in the wage structure and thereby the dissatisfaction from many other quarters.
5) Do the other companies pay that allowance?
6) Is it legally enforceable?
7) What could be the consequence of admittance or refusal?

There could be many more details required for making any decision. Collection of these might involve time.

contd...
Next comes design activity. In case, referred above there could be following alternative choices for the decision.

a. The demand is acceptable in full.

b. The demand is acceptable partly, either in terms of quantum or in terms of coverage of categories.

c. The demand is acceptable, but on a later date.

d. The demand is acceptable, provided workers agree to do something on their part, like increase in productivity, withdrawal of some other benefit.

e. The demand is not acceptable.

There could be many more designs possible. The third activity is to choose the right alternative. This can be done.

a. By individual judgement of the authority concerned.

b. By a committee of managerial personnel.

c. By mutual discussions with the representative body.

d. By obtaining the expert advice of a professional in the field.

These activities take time in some cases and need not take time in many cases. Although these activities are important and a manager must go through them without exception, they can be gone through within a few minutes, if the organisation equips itself with proper data bank, management information system and various decision making models processed through a computer. So, decisions can be made quickly in most of the cases, where the decision making process takes time, it would be well understood by everyone. But, if a management takes unreasonable time for a decision which involves just a few hours or just a day or two, people perceive it as a decision delay. In many cases, when the decision is delayed, it amounts to decision denied.

contd...
We considered this element as one attributable to management neglect, which would cause irritation and thereby frustration to employees leading to disturbance to industrial relations dynamics. When questioned, 89% of the respondents agreed with our hypothesis.

**Element 3: Favouritisms in employee recognition**

Employees in any organisation carry with them lot of expectations on recognition from the management. The common recognition practiced in an industrial organisation are:

1. Promotion to higher position.
2. Additional increments in pay.
3. Special monetary rewards for good work.
4. Letters of appreciation
5. Long service awards.

Promotion to higher categories and fixing better job titles have been an important area of recognition in industry. Organisations do have clear policy considerations for awarding this recognition. But invariably, satisfaction among workmen has been disturbed whenever promotions are annually. This is true with higher level categories of employees, particularly supervisory and managerial.

However much a management has a clear policy with regard to promotions and other forms of recognition, it is possible for the workmen attribute favouritism if there is an erroneous decision made or a deviation from the policy happens. This may happen in the following two situations:

a. The recognition might have been granted to one who is perceived by others as one not deserving the same.

b. The recognition must have been denied to one who is perceived by others as one very much deserving the same.

Such perceptions or observations are likely to cause frustration in the minds of employees, and so we considered this as an element of ‘Management neglect’. This hypothesis was agreed by 88% of the respondents.

contd...
Element No. 9: Not giving due job title:

There has been a statement "call me anything, but pay me something", which is no longer valid.

People are interested in their 'designations' or 'nomenclatures'.

In Cement Industry, the 'Award' has listed various jobs classifying the:

a. nomenclatures
b. alternative calling if any,
c. brief job description of each nomenclature
d. grade to be given,
e. special requirements or considerations for giving higher grade, like extra qualifications, service etc.

The employees in the industry expect that they are given the nomenclature of the job that they are doing.

Trade Unions insist on that practice. Invariably managers scrupulously follow the 'nomenclatures' awarded, but still there could be slips or deviations. The deviations may arise due to the following reasons:

a. The job occupant might have personal qualities which claim better calling and better grade, although as per the job description he is entitled for a lower grade.

b. The job occupant may be incompetent to do the job but at the same time, due to humanitarian and legal considerations he is being retained in the job with a lower designation and grade.

c. The job may not fall into the exact description and the management has to fix a designation and grade arbitrarily.

The Award itself suggests combination of designations, like Clerk-cum-typist, tester-cum-gauger etc in which case they are taken to the next higher grade.

contd...
When the employer fails to give the designation as per the Award, there arises disruption to industrial relations. We therefore considered this as a management neglect and 88% of the respondents agreed with us.

**Element No.10: Wide Disparity in Pay and Perquisites, between the Management Staff and Workers.**

We had in the earlier part of this chapter analysed various dimensions of the wage structure. There we had explained that the relative worth of the job is established through job evaluation techniques, however wage rates are fixed depending upon the region-cum-industry pattern besides the collective bargaining exercises undergone with the Trade Unions.

There is one more aspect with regard to salary structure as relevant to managerial category of employees. That is the 'market value' of an executive, sometimes referred as 'transfer value'. So, salaries and perquisites for management staff are determined as per the market demand for such position. Invariably, the pay and perquisites extended to this category of employees will be much higher as compared to other employees.

We assumed that if this aspect will cause an amount of dissatisfaction or frustration among employees, perhaps out of jealousy. So we included this item as one of the elements of management neglect. But interestingly enough, the opinion was divided among respondents when we questioned them if 'wide disparity of pay and perquisites between management staff and workers would amount to management neglect'.

Most of those who disagreed with our hypothesis added that 'qualified and competent people should be paid more and we have nothing to worry about it'. Although 47% of the respondents agreed with our hypothesis, %6 disagreed and 7% were unsure of their mind. So, we are to conclude that this element cannot be taken as a management neglect leading to disturbance in industrial relations.

When interviewed some of the following elements also as those to be classified as management neglect.

a. Not having a steady

b. Allotting separate spaces for staff and workers in meetings of common purpose.

contd...
c. Disparity in the quality of uniforms supplied to various categories of employees.

d. Ineffective training programmes.

e. Improper selection of personnel

f. Failure to train employees on safety concepts.

The tabulated information pertaining to responses in respect of this factor is given in Table 3.

contd....
Table 3

Elements Attributable to the factor 'Management Neglect'

<table>
<thead>
<tr>
<th>Element</th>
<th>Agree</th>
<th>Disagree</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not providing proper working conditions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conditions</td>
<td>165</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Failure to take disciplinary action</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>163</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Not maintaining a flow of related information to workmen</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Ineffective grievance procedure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disparity of treatment in disciplinary proceedings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blind to corrupt practices in employee matters</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Delay in making decisions</td>
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<td></td>
<td></td>
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<tr>
<td>Favouritism in employee recognitions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not extending approved designs/ Non-cl in accord. with settlement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Award</td>
<td>155</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Wide disparity in pay and perks. Bet manag. staff and workmen</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The individual demands could be

1) Settlement of grievances connected with work norms, unfair treatment by the superiors, under payment etc.

2) Employment for their children

3) Money sanctions either as loans or reimbursement of expenses out of routine.

4) Priorities in existing privileges where the sanctions are limited, the allotment of house in the colony etc.

The Union leader must be in a position to obtain these from the management. When more number of persons get dissatisfied with what the leader does, he is either thrown out or gets the brick bats at the public forums. On the contrary, if the leader is able to get things done, the employees are at peace and the Trade Union dynamics is bound to be favourable for industrial relations. We, therefore chose this aspect as an element for favourable trade union dynamics and 96% of the respondents agreed with us.

Aspect 3: Leadership is free from corrupt practices:

A Trade Union leader enjoys power both from his constituents and from the management. As we are aware, the sources of power as designed by French and Raven can be classified into five as under:

1. Legitimate
2. Reward
3. Coercive
4. Expert
5. Referent


contd...
Further studies have added two more powers, viz:

6. Connection

7. Information

A Trade Union leader acquires power from all these sources and his power sometimes emanates from the sources and his power sometimes emanates from the 'coercive' source. In such situation, if by chance, the leader attempts to gratify his personal needs, corrupt practices can prop up.

1) It could be considerations extracted from the management for superficial advantages that he renders to them, at times of arise or implementation of changes or

11) It could be considerations from his constituents for privileges he obtains for them.

In either case the leader loses his referent power and gets out of his leadership position, and ultimately loses his legitimate power. But the process breeds lot of disturbances to industrial relations. So, we considered the aspect 'leadership being free from corrupt practices' as one of the elements for favourable trade Union dynamics. 95% of the respondents agreed with us.

Aspect 4: Leadership enjoys the trust of the worlmen:

In the foregoing pages we had analysed three elements connected with leadership, viz, its general effectiveness, specific ability to get things done and its values. Now, we look at it on another angle, as to how the leadership enjoys the trust of the worlmen.

A trade union most possess certain basic characteristics, according to George Meany, the President of American Federation of Labour. They are as follows:

First and Foremost, a good Union must be able to protect its members and win a reasonable measure of economic justice for them.

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contd...
Second, a good union must be by the members and for the members. There must be leaders strong leaders, able and willing to stand firm for what they believe is right and to fight for it against what might appear at times to be a popular position. But they must always be subject to the support or rejection of general membership.

Third, a good union must be an honest union. This goes beyond finances: just being money honest is not enough. The integrity of a good union is also inclusive. It extends to its relationship with employers: to what it says to its own members; the formulation of its polices and evaluation of its own performances.

Fourth, a Union must look beyond its own horizons. It must recognise and fulfill its proper role in the life of the nation and community in which it lives.

A Leader must endeavor to keep up the characteristics as stated above. When he fails to do that, he does not enjoy the trust of his constituents. When the membership is not having adequate trust in the leadership, there is bound to be disturbance to industrial peace and the trade union dynamics cannot be favourable.

On the basis of the above argument, we made the hypothetical statement that "when the leadership enjoys the trust of workers, the trade union dynamics is favourable" 95% of the respondents agreed with our hypothesis.

Aspect 5: Worlmen perceiving the Union friendly with the Management.

There have been allegations most often noticed that the Union has fallen for the management or the Union has gone into the hands of the management. Equally, there are gripes noticed among management members, that the management is dancing to the tunes of the Union or allegations about those management members who interact with the Union as those who do not have ‘back bones’

When workers make such statements, they express their dissatisfaction over the decisions of the trade union high commands. Likewise when the trade union picks up quarrels with the management, some section of membership is jubilant over the situation and applaud the leadership.

1 C.B. Mamoria and Satish Mamoria, Labour Welfare, Social Security and Industrial Peace in India, Hitab Mahal, Allahabad (1983) contd...
But, is it the viewpoint of everyone concerned?

We thought that Union being friendly with the management yields a favourable trade Union dynamics leading to industrial peace. We also felt that although a section of workmen might have a viewpoint that the Union should always be fighting with the management, by and large, workmen want the union to be friendly with the management.

We therefore chose this aspect as one of the elements of favourable trade union dynamics viz. when workmen perceive union friendly with the management, the trade union dynamics is favourable.

93% of the respondents agreed with our hypothesis.

Aspect 6: The Office bearers are united and unified in their approach.

The office bearers of the Union conduct the business of the union, each having his duties and responsibilities as defined in the bylaws of the union.

Generally, any trade Union, will have the following offices:

1. President
2. Vice-President (2)
3. General Secretary
4. Joint Secretary (2)
5. Treasurer

Invariably they will be 7 in number, who might have, perhaps, subscribed their names for registration of the union at the time of its formation. Since then these offices will be filled up by election periodically as prescribed in the bylaws. The incumbents to these positions may be workmen themselves or outsiders, again, as per the bylaws. Normally, most of the bylaws permit less than 50% of the office bearers to be outsiders. What is important here, is that, all these 7 people need not come from the same ideology. Even otherwise, "one upmanship" can always be played by each of the office bearers. Particularly, when the President of the Union is not that powerful, the ego-conflicts among office bearers may be predominant.

contd...
There could be differences and conflicts among them personally. Also these could be divisions among them on any particular issue. If such situations arise, we considered that, there could be disturbance to industrial peace. On that basis, we formulated the hypothesis that the trade Union dynamics is favourable when the office bearers of the union are united and unified in their approach. 92% of the respondents agreed with us.

Aspect No.7: Affiliation of the Union to a Central Trade Union Organisations.

We are aware that there are several Central Trade Union organisations in India, having different political philosophies. To recall a list of them, we have-

- a. Indian National Trade Union Congress (INTUC)
- b. All India Trade Union Congress (AITUC)
- c. Centre of Indian Trade Union (CITU)
- d. Hind Mazdoor Sabha (HMS)
- e. Hind Mazdoor Panchayat (HMP)
- f. United Trade Union Congress (UTUC)
- g. United Trade Union Congress- Lenin Sarani (UTUC-LS)
- h. Bharathia Mazdoor Sangh (BMS)
- i. National Front of India Trade Union (NFITU)
- j. Labour Progressive Federation (LPF) - (In Tamilnadu only)

Again, in India we have mostly unit based or firm based unions only. Very rarely we have craft based, industry based or trade based unions. These individual unions have option to affiliate themselves with any of the aforesaid Central Trade union organisations, either for identifying their political philosophies with them or to have strength from a larger body. In either case, it is ethical, if not mandatory for these unions to propagate the philosophies of the Central Union Organisation in each of their decisions and actions.

contd...
We thought that a Union's affiliation to a Central body will cause a favourable trade union dynamics, because

a. the trade union's will have a well-defined policy and so its plans of action will be relatively responsible.

b. the trade unions basic characteristics will be clear and visible to everyone concerned.

c. if a unit level union errs at any point of time, the Central trade Union organisation will put it in the right direction.

d. if the local leadership tends to miss its purpose, the constituents can fall back on the higher ups at the national or central level.

e. the union leadership will get the primary cultural orientation and guidance from the central organisation.

In view of the above control-guidence role of the Central Trade Union organisations, we considered that 'trade union dynamics is favourable when the union is affiliated to a central body'. Our hypothesis was accepted by 91% of the respondents.

Aspect 8. Union’s conformity to its constitutional requirements.

A trade union is a well meaning artificial person with its own constitution in the form of its bylaws. This memorandum of association dictates whatever a trade union must or must not do; and prescribes its conduct at every stage.

A trade union bylaws generally speal out the following regulations and definitions:

1) The name of the union

11) Membership requirements, admission modalities.

111) Executive body and its compositions.

1v) Nomenclature and definition of the offices

v) Duties and responsibilities of the office bearers

contd...
Among the above regulations, the one which relates to the election of office bearers is very important. The members are very keen in this area and elections are to be conducted properly and regularly. Otherwise, workers agitate to loosen the integrity and strength of the union in the first place and damaging the industrial relations ultimately. That is why we selected this aspect as one of the elements for favourable Trade Union dynamics.

A trade Union which conforms to its constitutional requirements stand favourable to industrial relations situation and this hypothesis was agreed by 91% of the respondents.

Aspect 9: One Union –One Industry situation.

Multi unionism is generally considered as a factor which causes ill effects to the unity and strength of workers combinations. However, in practice, it is to be found in all tiers of union organisations to the national level and to that of the individual plant.

One side of the argument is that if the members are split into two or more factions the employer is likely to play with the weakness of these groupisms and enjoy the strategic advantage of putting one against the other. This is under the assumption that one employer takes a political role when he deals with the

contd...
employees, more so with the Union. This need not be true. An enlightened employer looks up for industrial peace and he is least concerned with the intra and inter union rivalries. He knows if there is any trouble among workers, it causes corresponding disturbance to industrial peace.

The other side argues that if there is only one union representing the union, the union is vulnerable because-

a. the employer may pocket that union or

b. the leadership can conduct business to its own personal advantages.

Here again, there has been a wrong assumption of the employer’s role. Although there could be exceptions, an employer whose business is business, is also represented by manager who are bound by ethical considerations. It is incorrect to assume that he would exploit the workers' unity or disunity in one form or other.

The National forums like INTUC profess one union in one industry. So, we considered this aspect as an element for favourable trade union dynamics with the following hypothesis:

"The Trade Union dynamics is favourable when only one union represents the workers"

In this connection, we observed in the unit the study was conducted. One union one Industry' principle has been adopted as policy for the past two decades. One Union affiliated to INTUC was recognised as early as 1971 and by a Tripartite settlement all the workers agreed for representation only through this union. However, during 1990, when the popular Government of DMK party took charge, in its attempt to expand their trade union activities, launched their union in the unit and claimed recognition. The Management took all pains to uphold their policy of 'One Union - One Industry'. The matter was referred for conciliatory machinery of the Government and ultimately the second union was advised to approach the problem of recognition through the state Evaluation and Implementation committee.

contd...
It is during this period the study was conducted and the workmen were fully involved in this conceptual issue. With this background, when we tested the hypothesis, 65% agreed with us, 27% disagreed with us, and 9% stayed neutral.

Aspect 10: Union having political backing:

The main reason for mushroom growth of trade unions is that the birth of every union is attributable to the birth of a political party and differences in political philosophies. Each political party is nurturing a trade union wing and sometimes use the trade union strength to meet their political ends.

In the unit where the study was conducted, a trade union emerged immediately when a political party formed its popular government. If we go through the formation of various Central Trade Union organisations, we could see as to how every trade union organisation had its beginning at the initiative of a particular political party.

Then naturally an assumption arises that for a trade union to be successful, political backing is necessary. Similarly, we brought in an assumption that 'the trade union dynamics is favourable when the union has political backing.' When we tested this hypothesis, only 39% of the respondent agreed with this, and 52% disagreed while 9% were unsure.

This means the trade union need not have political backing if the dynamics is to be favourable for good industrial relations.

When we concluded the survey some of the respondents suggested the following elements also to be included for favourable trade union dynamics.

a. Leadership from within

b. Workers participation in management

The tabulated information pertaining to the responses are given in Table 4.

contd..
Table 4

Dimensions that make the factor Trade Union Dynamics favourable

<table>
<thead>
<tr>
<th>Item</th>
<th>Agree</th>
<th>Disagree</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership in the Union is effective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>171</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Leadership is able to get things done with the management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>169</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Leadership is free from corrupt practices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corrupt practices</td>
<td>168</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Leadership enjoys the trust of workmen</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Leadership enjoys the trust of workmen</td>
<td>168</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Workmen perceive union</td>
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<td></td>
<td></td>
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<tr>
<td>Workmen perceive union</td>
<td>160</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Friendly with the management</td>
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<td></td>
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</tr>
<tr>
<td>Friendly with the management</td>
<td>164</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>The office bearers are united and unified in their approach</td>
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<tr>
<td>The office bearers are united and unified in their approach</td>
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<td>10</td>
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<td>The union is affiliated to a central body</td>
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<td>The union is affiliated to a central body</td>
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<td>The union is conforming to its constitutional regulations</td>
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<td>9</td>
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<td>Only one union represents</td>
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<td></td>
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<tr>
<td>Only one union represents</td>
<td>113</td>
<td>48</td>
<td>15</td>
</tr>
<tr>
<td>The workmen</td>
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<td></td>
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<tr>
<td>The workmen</td>
<td>113</td>
<td>48</td>
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<td>The union has political</td>
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<tr>
<td>The union has political</td>
<td>69</td>
<td>91</td>
<td>16</td>
</tr>
</tbody>
</table>
D. THIRD PARTY INTERVENTION AND ITS DIMENSIONS.

The fourth factor we have selected for our study is third party intervention.

Any industrial conflict or dispute requires to be resolved if industrial peace is to be maintained. If the parties to the dispute sit together, collectively examine the issues and arrive at a solution, there occurs a settlement. This we call bipartite settlement and this is ideal. But, this does not always happen. When the labour stands with its claim and the management is firm with its stand which does not satisfy the claim of the former, industrial strife occurs. As it is the case with any relationship, more the parties are justifying their own point of view, more then widening of the difference. It all ends in one party threatening the other of their non-participation in the work. Labour calls it 'strike' and the management names it 'lockout'. The result is the same. Industry is immobilised and the productivity nose dives to zero.

However, 'relations between labour and management have been closely guided by the State ever since India become independent'.

The Industrial Disputes Act 1947 attempts in many ways to resolve industrial conflicts.

a. It obligates management to meet every month to discuss and resolve matters viewing amity and good relationship. This forum is called World's Committee.

b. It insists that all grievances are to be processed necessarily through a grievance redressal committee.*

c. It prescribes a condition that any change in employment conditions must be done only with due notice before 21 days and

d. It also makes it mandatory not to introduce a change on a matter when the same is under dispute.


* Although this provision under 9C of Industrial Disputes Act 1947 has been inserted by Act 46 of 1982, it has not seen the daylight so far since implementation has not taken place by rules by appropriate governments.

contd....
The Act enables the Government to cause their intervention whenever they ‘apprehend’ a dispute. The intervention is precisely in the form of:

1. calling the people for a conciliatory talk with a view to arrive at a settlement.
2. enabling the people to leave the matter to an Arbitrator to decide, by their mutual voluntary agreement and
3. compelling the parties to present their arguments to a judiciary, viz a Labour Court or a Labour Tribunal.

This act of the Government is very necessary to contain the reactions of the fighting parties and this intervention is very essential for industrial peace.

So, we thought that this factor gives another important dimension to industrial relations and it has its line of influence in making or marring the relations. There are a few aspects related to this factor and we selected ten of them for our study as we did in the case of other three factors.

Let us go into each of these ten elements or dimensions that are connected with the factor third party intervention.

Dimension 1: Third party intervention is effective through Arbitration.

The dictionary meaning of Arbitration is ‘the hearing and determination of a dispute by an impartial referee selected or agreed upon by the parties concerned’

Section 10A of the Industrial Disputes Act 1947 provides scope for voluntary reference of disputes to Arbitration. Under this section,

1. Parties to the disputes may enter into a written agreement to refer the dispute to an Arbitrator, who shall include the presiding officer of a Labour Court, Tribunal or National Tribunal, before the concerned dispute is referred to adjudication to any of the above forums.

1. The new Collins Concise Dictionary of the English Language, 1987

-contd....
2. When the reference is to an even number of arbitrators, the agreement shall provide for appointment of another person as umpire, and if the arbitrators are divided in their opinion, the Umpire's verdict shall prevail.

3. When the arbitrators give their verdict, the appropriate Government has to see that all those concerned in the dispute (but not parties to the dispute) are given adequate opportunity to present their case before arbitrators.

4. At the time of issuing the notification calling the attention of the parties concerned in the dispute to present their case to arbitrators, the appropriate Government can prohibit the strike or Locust in connection with such dispute.

In this method of resolving the conflict the parties fully agree that the matter is to be left to the 'hearing and determination' by a third party. This kind of agreement is purely voluntary, whereas the Government reference of the dispute to a Labour Court or Tribunal need not be voluntary. Although there is scope for the parties to make a joint application for the reference of the dispute to adjudication, the choice of the third party is not with the parties. Moreover, the Government may or may not refer the dispute technically, upon this application.

In the voluntary agreement to arbitration, the following aspects are more meaningful than other forums:

1. The arbitrators can be chosen from among those who are fully aware of the nuances of the dispute.

11. When an arbitration award is notified after all the formalities, there is little scope for the parties to go for an appeal against it.

Cement Industry has been relying on this method since 1978 after the first two wage boards gave their recommendations in 1956 and 1967.

contd....
The researcher was of opinion that this is the most appropriate method for settling industrial disputes and so it is the best kind of third party intervention. When tested, the hypothesis

"Third party intervention is effective if it is through Arbitration"

was approved by 77% of the respondents which forms the highest among various assumptions he presented to respondents. Accordingly, this hypothesis stands established.

Dimension 2: "Third party intervention is inevitable when a crisis situation arises.

When we speak about a crisis situation, it may refer any apprehended incident as an outcome of industrial conflict. It may include:

1. Go slow tactics, gheros, stay-in-strike or a total strike initiated by labour.

II. Lockout or closure as initiated by the management.

Whenever an Industrial Dispute is apprehended both labour and management should sort out the issues by themselves, by mutual discussions and bipartite settlements.

When there is cordiality and when either of the parties recognises the other and trusts it, seldom crisis situation emanates.

On the contrary, if one of the parties is aggrieved with the attitude of the other, it seldom shows tendency to approach the other to sort out the issue. It goes on taking unilateral decisions and actions which annoys the other party further. The result normally leads to crisis situation.

Workers resort to direct action sometimes by observing methods of nonviolence, still causing irritations like—

1. Not availing the normal privileges extended by management

11. Not attending functions arranged by management

contd....
III. Observing fast as a protest

IV. Conducting demonstrations and shouting slogans.

These incidents may also be brought under ‘crisis situation’, but Industrial Disputes Act does not give scope to give cognizance to these incidents, unless a ‘law and order’ situation arises and the Police or Revenue Official invol- es the attention of the conciliatory machinery.

However, with regard to a strike or loc- out, there is a requirement of giving notice for the same and there is prohibition to these acts during the currency of an award or judgement or during the pendency of conciliatory proceedings. In view of this the conciliatory machinery’s attention is automatically drawn and they cause their intervention.

The question arises if such situations can be brought to normalcy without going for the help of the conciliatory machinery, although by statutory requirements such intervention would automatically follow. The researcher felt that such a crisis situation can only be dealt through a third party intervention like the Conciliation Officer. It is on this basis, the above hypothesis was formulated.

When this hypothesis was tested, 68% of the respondents agreed with it but 24% disagreed and 7% were unsure with it. It is however, concluded that Third party intervention is inevitable when a crisis situation arises, on the basis of the fact 3% of the respondents agreed with the hypothesis.

Dimension 3: Third Party Intervention mostly brings out compromise situation.

When a dispute arises, the mood of the parties is generally to establish their rights without minding the claims of the other party. Although everyone knows that conflicts are to be resolved, the steps one takes might go against the interest of compromise. When the approach is not directed towards compromise, the chances of occurrence of crisis gets brighter. In the interest of industrial peace, the parties must endeavor to resolve the conflict.

contd.....
In fact, 'Conflict is a process in which an effort is purposefully made by one person or unit to block another that result in frustrating the attainment of the others goals or the furthering of his or her interest.'

There are established conflict resolution techniques which are in practice. Let us go through some of them briefly.

1. Dominance through position. The simplest conceivable conflict solution is elimination of the other party-to force the opponents to flee and give up the fight, or stay them. People use this technique with their positional or political power.

2. Appeals procedures: Method of resolving the conflict by presenting their case to an appellant authority comes into this category. Grievance procedures in organisation are right examples of this technique.

3. Liaison groups / intermediaries / integraters: This technique advocates resolution of the conflict by a third party expert who is accepted by both the parties of conflict. Arbitration procedure in industrial relations comes within this technique.

4. Member rotation. Members belonging to one group involving in the activities of the conflicting group and interacting with the members of the other group increases the scope for understanding and emphasizing with the other group. Resolution is sought for through this technique. Inter organisational exchange activities in business organisations are the example for this technique.

5. Reduce Interdependence: When two parties share service resource, conflict arises. So, this technique advocates reduction of areas of interdependence.

6. Superordinate goals. A super ordinate goal is a common ideal looked up by both the parties and when such a goal is the target of both the parties intermediate factors are of low priority and so conflict is diffused.


7. Identifying common enemy. Studies have revealed that groups in conflict temporarily resolve their differences to combat a common enemy.

These are the structural techniques. However, Thomson suggested a five style approach, drawn out of two dimension viz., assertiveness and cooperativeness. The model is presented in Figure 5.

![Figure 5: Conflict Resolution Style](image)

When both assertiveness and cooperativeness are low, the parties to conflict follow 'avoidance' style. They do not take active effort to resolve conflict. This is withdrawal and the conflict is not resolved so easily.


contd....
When assertiveness is low, but cooperativeness is high, the 'accommodation' style happens. The parties are generous and self-satisfying. This is also referred as 'Smoothing' style. This is good for the starting point.

When assertiveness is high and cooperativeness is low, competition takes place. This is power oriented and it depicts dominance style. Such a style generally aggravates the struggle and does little to discover innovative solutions to the conflict.

When both assertiveness and cooperativeness are high, the style adopted is collaboration. This is also called problem solving, win-win style, because both the parties actively endeavour to solve the issue by extending innovative ideas and mutual accommodation.

This style is characterised by the following assumptions:

1. Conflict is viewed as a non zero sum game.
2. Other party is seen as a mutual problem solver
3. Parties pursue joint outcomes.
4. Issues are looked at objectively
5. Open, honest sharing of information
6. Flexibility
7. Tries to solve the conflict in a way that will benefit both the parties.

When both assertiveness and cooperativeness are in the midway 'compromise' style is adopted. Both the parties give up something for the sake of arriving at the solution. This style is used generally when the conflict is out of differences in goals, attitudes or values. This is a simple 'give and take' approach, and the parties give up something for getting something in return from the other party; an essential aspect of bargaining.

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contd....
The researcher was of opinion that in the conflict of Industrial Dispute, a third party intervention would drive the parties to adopt this style only. This point was presented to the respondents by the hypothesis:

"Third party intervention mostly brings out compromise situation"

and 64% of them responded affirmatively for this statement. So we consider this assumption as valid.

**Dimension 4. Third Party intervention mostly sets the direction to normalcy in any issue.**

An industry is involved in production activity primarily. It works round the clock in most of the cases, so that utilisation of the capacity of equipments and machinery is at the optimum level. The management endeavours to keep up this activity throughout the year, through valid managerial functions which include planning, organising, directing and controlling. Labour's contribution to this activity is equally important and workmen participate in this ongoing activity as a norm of their living.

However, 'Labour and management conflict in numerous ways in the course of their daily work. The interests of the two are in large measure opposed to each other.6

A shrewd management has in its plan always:

a. innovative measures involving change from status quo.

b. improving the efficiency in every activity, involving more work activity, different work activity or suspension of an existing work activity.

c. expanding its business, involving more investment measures, movement of personnel or induction of new personnel from outside in important and higher level positions.

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contd....
d. improving its effectiveness through controlling costs, unproductive practices and wastages.

e. maintaining discipline within, in order to render justice for the working public and to hold the values of the organisation.

Similarly, labour has a constant requirement of protecting its interest by

a. a cautious and defensive front whenever the management introduces any change and bargaining for its stake on the benefits coming out of such change.

b. preserving the present pattern of work activity, norms and the manpower involved.

c. protecting the scope for career growth and earnings growth for employees.

d. stalling the actions of management which in their opinion amounts to unfair labour practice.

e. demanding for more earnings and more benefits to improve the economic prosperity of employees.

Such being the case with each of the above two factors of production viz., management and labour, conflicts are inevitable and if not properly approached, there is every chance of disturbance to normal activity. Whilst strike or lockout brings the activity to stand still, there are many other situations where the business activity can deviate from normalcy, such as..

a. workers resorting to ‘work-to-rule’ practice, which means working to such minimum admissible level of hours or output that the management cannot legally question the workers for any negligence on their part.

b. workers resorting to ‘non-cooperative’ attitude, wherein workers refusing to do anything which is not legally enforceable.

contd...
The above conditions would inhibit the management from employing people to do extra work on over time basis. It may jeopardise many routine activities which are generally justified but not legally enforceable. This would affect the management materially and psychologically.

The management may also sometimes combat the cold war in their own style, again not questionable by law or ethics, but such activities would place the workers under stress and psychological disadvantage.

When such things happen, we may say that the industry is not having normalcy. The researcher considered that the third party intervention sets the direction towards normalcy mostly and when this was verified with the respondents, 65% of them agreed with him. We may therefore consider that the third party intervention mostly sets direction to normalcy in any issue.

Dimension 5: Third party intervention is mostly helpful to settle any issue.

Issues in any industrial relations situation do not manage in isolation. In any industrial conflict one issue follows the other. A small incident precipitates into a large one. Issues are apparently precipitated due to various reasons like:

a. When there is a demand pertaining to one section of employees, the other sections compel the union leader to add their cases also, which would not otherwise have been raised.

b. The aggressive elements in the union hierarchy get into the opportunity of creating scenes which land up in reactions from the management side leading to still further aggrieved situations.

contd....
Misunderstandings and distrust occur among management cadres because of wild rumours and challenges, which happen when the issue is unsettled for prolonged period, reducing the management morale.

Initiative and aggressive efforts taken by revenue, law and order or governmental agencies other than the labour departments, either out of anxiety or out of political pressure, sometimes lead to unpleasant situations.

Management out of their anxiety to put an end to the issue, making public notices, announcements in newspapers, mailing letters to wives or family members of employees involved in the issue.

Political parties entering into the fray in order to establish their concern on working public and to impress their role to general public.

Mud-slinging through public meetings, but notices and bills by employee leaders out of frustration.

The net result is that the gap widens as the days go by without issues being settled.

The role of third party intervention could be one more reason to aggravate the issue and to widen the difference. But, the researcher was of opinion that the third party intervention will only bring the parties closer and thereby settle the issue. It is with this opinion that the following hypothesis was framed:

"Third party intervention is mostly helpful to settle the issue"

64% of the respondents agreed with this statement and therefore this assumption gets validated.
Dimension 6: Third party intervention is normally through machineries constituted under Industrial Disputes Act.

Third party intervention in industrial disputes can occur in any one of the following ways:

a. Both the parties voluntarily seeking the intervention.

b. One of the parties making a complaint and seeking remedy or

c. The third party itself showing concern on the issue and causing intervention.

Industrial Disputes Act 1947 has provided the following machinery for prevention and settlement of Industrial Disputes.

1. Works Committee.
2. Conciliation Officers
3. Board of Conciliation
4. Courts of Enquiry
5. Labour Courts
6. Tribunals
7. National Tribunals

The Works Committee is an establishment based forum with equal representation of workmen and employer, to meet regularly 'to promote measures for securing and preserving amity and good relations between employer and workmen'.

The Conciliation Officer is one who is appointed by the State or Central Government to conciliate matters related to industrial units having the appropriate government as state or Centre as the case may be. They are given jurisdiction to deal with geographically grouped districts, industry wise or matter wise and they are given appropriate ranks and designations. Government of Tamilnadu has established the Labour - Department organisation as described in Fig. 6. The role of Officers in the Labour department is furnished in details in Annexure 5.

7. Section 3(2) of Industrial Disputes Act 1947.

contd....
Organisation and Work Distribution of Officers in the Conciliatory Wing of Labour Department

**Labour Department**

**Commissioner of Labour**

**Regions:**

<table>
<thead>
<tr>
<th>Head Quarters</th>
<th>J.C.L. Madras</th>
<th>J.C.L. Madurai</th>
<th>J.C.L. Coimbatore</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCL (HQ)</td>
<td>DCL</td>
<td>DCL</td>
<td>DCL</td>
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<tr>
<td>ACL</td>
<td>DCL</td>
<td>DCL</td>
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<td>ACL</td>
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<td>DCL (I)</td>
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<td>DCL</td>
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<tr>
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<td>J.C.L (C)</td>
<td>J.C.L (C)</td>
<td>J.C.L (C)</td>
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<tr>
<td>Inspectors of Labour</td>
<td>Inspectors of Labour</td>
<td>Inspectors of Labour</td>
<td>Inspectors of Labour</td>
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<tr>
<td>Assistant Inspectors of Labour</td>
<td>Assistant Inspectors of Labour</td>
<td>Assistant Inspectors of Labour</td>
<td>Assistant Inspectors of Labour</td>
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<td>Assistant Inspectors of Plant</td>
<td>Assistant Inspectors of Plant</td>
<td>Assistant Inspectors of Plant</td>
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<td>Assistant Inspectors of Labour</td>
<td>Assistant Inspectors of Labour</td>
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<td>Assistant Surgeons (P)</td>
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<td>Dy Inspectors of Labour</td>
<td>Dy Inspectors of Labour</td>
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<tr>
<td>Dy Inspectors of Labour</td>
<td>Dy Inspectors of Labour</td>
<td>Dy Inspectors of Labour</td>
<td>Dy Inspectors of Labour</td>
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</tbody>
</table>

Source obtained from the Commissioner of Labour Office, Madras.
When an Industrial dispute is apprehended, these Officers initiate the conciliation proceedings. The conciliation officer has authority for doing certain things for the purpose of enquiry into existing or apprehended dispute. They are as follows:

1. After giving reasonable notice he may enter the premises occupied by any establishment to which the dispute relates.

2. He may enforce the attendance of any person for the purpose of examination of such person.

3. He may inspect any document which he has ground for considering to be relevant to the industrial dispute or to be necessary for the purpose of verifying the implementation of any award or carrying out any other duty imposed on him under Industrial Dispute Act.

However the role of the Conciliation officer is confined to:

a. Calling both the parties and making them present their points of view in the disputes before him thus providing for a meeting ground.

b. Giving suggestion for a compromise formula and advising the parties to seek for a settlement.

c. Drawing a settlement which will have the character of binding all those who are concerned in the dispute.

d. Where the efforts for the settlement fail, briefing the appropriate government about the worthiness of the dispute for reference to adjudication or otherwise, confidentially.
It is to be noted that the conciliation officer does not have powers to compel the parties with his decision or give an award on the dispute binding the parties to that.

Besides the conciliatory machineries, there is no other official agency duly constituted to intervene in an industrial dispute or mediate settlement of industrial disputes. However, there are occasions when other governmental or non-governmental agencies causing intervention in industrial disputes. For instance:

1. Police department, when law and order situation calls for such intervention.

2. Revenue department, in view of their jurisdiction and control in law and order.

3. The Member of Legislative Assembly or Member of Parliament, by virtue of his political power and influence.

4. The Leaders of political party with which most of the workmen are associated.

5. Eminent persons of the locality who are respected by both the workmen and management.

The researcher was of opinion that the third party intervention normally occurs through machineries initiated under Industrial Disputes Act. 63% of the respondents concurred with his opinion, whereas 23% did not. 14% were unsure. On the basis of the above distribution, we may assume that the third party intervention is caused normally through the machineries by the machineries under Industrial Dispute Act.

In this context as we go through the three methods of settlement during the last decade, it is interesting to note that those settled through Government intervention, outnumber mutual settlement methods, progressively every year. Table 5 gives information on the number of disputes settled through Government Intervention, Mutual settlement and voluntary resumption.

contd....
Number of Disputes Settled

<table>
<thead>
<tr>
<th>Year</th>
<th>By Govt. intervention</th>
<th>By Mutual settlement</th>
<th>By voluntary resumption</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>573</td>
<td>590</td>
<td>596</td>
<td>1759</td>
</tr>
<tr>
<td>1982</td>
<td>465</td>
<td>544</td>
<td>744</td>
<td>1753</td>
</tr>
<tr>
<td>1983</td>
<td>464</td>
<td>473</td>
<td>747</td>
<td>1684</td>
</tr>
<tr>
<td>1984</td>
<td>552</td>
<td>352</td>
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<td>1488</td>
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<td>1985</td>
<td>541</td>
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<td>1986</td>
<td>642</td>
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<td>1987</td>
<td>638</td>
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<td>1988</td>
<td>485</td>
<td>287</td>
<td>539</td>
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<tr>
<td>1989*</td>
<td>223</td>
<td>143</td>
<td>204</td>
<td>670</td>
</tr>
<tr>
<td>1990*</td>
<td>208</td>
<td>76</td>
<td>376</td>
<td>660</td>
</tr>
</tbody>
</table>

Dimension 7: Third Party intervention is effective if the highest level of conciliatory machinery is involved.

As we observed in the preceding paragraph, there is a hierarchy of officials in the conciliatory wing of the labour department. The hypothetical conclusion was that higher the level in the hierarchy, more the effectiveness. paradoxically it need not be so, if we logically think:

Conciliation is rather an art and its effectiveness repends upon the person who conciliates. The hierarchy need not cause any influence on the effectiveness. The conciliator’s effectiveness personally lies in:

a. his communication abilities
b. his expertise on the subject matter
c. the power he has in terms of acceptance and respect he enjoys from both the parties.
d. his creativity in designing solutions.

* Provisional

While it is so, there are certain other factors which might influence his effectiveness.

a. his reputation in settling disputes.

b. his power in terms of his connections with persons who are influential with both the parties.

Whilst the personal factors listed previously will lead to a rational approach to settlements, the above situational factors will cause more influence in the settlement of disputes. It is assumed that those officials in the higher rungs of hierarchical ladder have more scope to have the above situational factors in their favour. This was the basis for the researcher’s hypothesis on this dimension was developed.

When this assumption was put to the respondents, 61% of them agreed with the statement, 23% disagreed and 16% were unsure. On the basis of this observation, we may assume that the statement is validated.

Dimension:8 The third party intervention is normally encouraged by the Unions.

Industrial conflicts are resolved generally through:

a. Bipartite settlements, where the parties mutually discuss and agree to certain terms and conditions which would resolve the conflict.

b. Tripartite settlements, where the third party intervenes and promote agreement between the conflicting parties.

c. Awards pronounced by mutually agreed third party as arbitrator or adjudicatory authorities like Labour Courts and Tribunals, which bind the parties with certain terms and conditions, bringing an end to the conflict.

The parties in conflict are generally ‘management’ representing the employers and ‘Union’ representing the employees.

contd....
Initiative to resolve conflicts can be taken by either of the parties. Sometimes management calls the Union for talks. Sometimes Union influences the management to sit on a bargaining table. There is literally no hard and fast rule as to who is to call the other for a conciliatory talk. But, when the mutual trust is lacking neither of the parties would endeavour to approach the other. Each side would consider it a weakness on their part to approach the other. The course of action left to them is to approach a third party to initiate action for the conflict resolution.

Unions generally appeal to the third party to intervene in the issue. All they do is making their intention to go on 'strike' explicit by sending a notice to the management as well as to the government. The action that follows is the government intervenes by calling both the management and the Union for conciliatory talks. This move will make the parties sit on a common table to resolve their differences.

This move has also certain other ramifications, like:

a. the management is prohibited from altering any working condition of the workers involved in the dispute, during pendency of the conciliation proceedings.

b. the strike action on the part of the workers and the lockout action on the part of management is also banned in the interest of the public.

The third party taking the 'importance' of settling the issue might be resisted by the Union in the political or power aspect. The third party diffusing the threat of strike which is a strong weapon in the hands of the Union of workers, is another aspect disadvantageous to them. With these things against them, will the Unions encourage third party intervention? The researcher felt whatever be the issue or strategy, Unions ultimately endeavour to settle the dispute to the extent it satisfies its constituents. On this basis, he developed the hypothesis that Third party intervention is generally encouraged by unions.

The majority of the respondents, that is, 59% agreed with this assumption. 24% disagreed and 17% were unsure. On the basis of these responses, this hypothesis stands validated.
Dimension 9: Third party intervention is mostly initiated through political power influenced by workmen.

Politically influential persons do have a stronger say in whatever happening in the Society. Industry is part of society. The workmen in Industry have political leanings and preferences. Similarly the Unions always have support from or affiliation with some political party or other.

Political parties have always shown interest in launching their wing of Trade Unions in Industry as they consider that influence of workforce, and influence on workforce, have lot of political advantage.

As we have seen elsewhere,

a) Indian National Congress holds Indian National Trade Union Congress (INTUC)
b) Community Party of India holds All India Trade Union Congress (AITUC)
c) Communist Party (Marxist) holds Center of Indian Trade Union (CITU)
d) Praja Socialist Party holds Hind Mazdoor Sabha (HMS)

Similarly, State Parties like DMI have their own labour wings like Labour Progressive Federation (LPF).

While it is so, the researcher thought that it naturally follows for the political parties would cause third party intervention by influencing the government to initiate conciliatory proceedings.

However, when this hypothesis was presented to the respondents only 34% of them agreed with that and 52% disagreed, while 14% unsure. We therefore conclude that third party intervention is mostly not initiated through political power influenced by workmen.

contd...
Dimension 10: Third party Intervention is mostly initiated by the management.

When there is an industrial dispute, the party more concerned and anxious is the management. As we think naturally, the management stands to lose many things if an industrial strife occurs.

a. There will be loss of production causing economic strains.

b. There could be damages to the quality of the product, which ultimately means loss of business.

c. There may be failures to fulfill business commitments, whether in executing the delivery or making payments in time.

d. There could be damages to properties.

e. There could be additional expenditure for ensuring safety and protection, arrangements for facing litigation, legal expenses etc.

f. The employee morale will fall.

g. Since the image of the company may go down, share value may fall and financial supports or loans may dwindle.

h. Good employees may leave the organisation and good candidates may not choose to join.

i. The entire team of management will be put into frustrating experience.

It is therefore expected that the management would naturally look up for third party intervention as it would be anxious to settle the disputes as quickly as possible.

The other side of the logic is that, the management would always wait for the disputing workmen to seek, resort to third party intervention than they themselves calling the attention of the conciliatory machinery.

The information pertaining to responses is prescribed in Table 6.
Table 6
Dimensions of factor 'Third Party Intervention'

<table>
<thead>
<tr>
<th>Item</th>
<th>Agree</th>
<th>Disagree</th>
<th>Unsure</th>
<th>%</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is effective if ThRO' arbitration</td>
<td>135</td>
<td>21</td>
<td>20</td>
<td>77</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Is inevitable when a crisis situation arises</td>
<td>120</td>
<td>43</td>
<td>13</td>
<td>68</td>
<td>24</td>
<td>8</td>
</tr>
<tr>
<td>Mostly brings out compromise</td>
<td>116</td>
<td>29</td>
<td>31</td>
<td>66</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Mostly sets the direction to normalcy in any issue</td>
<td>115</td>
<td>27</td>
<td>34</td>
<td>65</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Is mostly helpful to settle the issue</td>
<td>113</td>
<td>30</td>
<td>33</td>
<td>64</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td>Is normally tho' machiner-ies cons, under Indus. disputes act</td>
<td>111</td>
<td>41</td>
<td>24</td>
<td>63</td>
<td>23</td>
<td>14</td>
</tr>
<tr>
<td>Is effective if the highest level of conciliatory mach.</td>
<td>107</td>
<td>40</td>
<td>29</td>
<td>61</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>Is normally encouraged by the unions</td>
<td>103</td>
<td>43</td>
<td>30</td>
<td>59</td>
<td>24</td>
<td>17</td>
</tr>
<tr>
<td>Is mostly initiated tho' political power influenced by workers</td>
<td>59</td>
<td>92</td>
<td>25</td>
<td>34</td>
<td>52</td>
<td>14</td>
</tr>
<tr>
<td>Is mostly initiated by the management</td>
<td>64</td>
<td>82</td>
<td>30</td>
<td>36</td>
<td>47</td>
<td>17</td>
</tr>
</tbody>
</table>

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When the hypothesis that third party intervention is mostly initiated by the management was presented to the respondents, hardly 36% of them agreed with that and 47% disagreed, 17% unsure, thus invalidating the same. So, we conclude that the managements do not initiate steps for third party interventions mostly.

THE MAIN FACTORS:

Thus having seen various elements and dimensions of the four factors that have been identified as those affecting the Industrial Relations, let us look into the main hypotheses:

HYPOTHESIS 1: Trust increases scope for harmonious industrial relations.

We had analysed in detail various elements that build the ‘trust’ of workmen in Organisations. Our assumption is that the factor ‘trust’ always tends to increase the harmony part of industrial relations. When tested 97% of the respondents approved this hypothesis and so we take it valid.

HYPOTHESIS 2: Management Neglect reduces the scope for harmonious industrial relations.

Similarly, we guessed that various actions and inactions of management, that amount to management neglect, would cause harm to harmony and so it would act as an antithesis to what the ‘trust’ does in an industrial relations dynamics. This hypothesis was also approved by 80% of the respondents and so we consider this also valid.

HYPOTHESIS 3: Trade Union Dynamics Play a vital role in influencing the effectiveness of trust as a factor for harmonious industrial relations.

We again assumed that when trust builds harmony and management neglect counteracts the same, trade union dynamics.

a) if favourable, accelerates the factor trust to increase harmony and

b) if unfavourable, immobilises the factor trust to be ineffective in increasing the harmony.

When tested, 79% of the respondents agreed with our assumption and so we validate this hypothesis also.

contd.....
HYPOTHESIS 4: Third Party Intervention is a factor coming into picture when the industrial relations situation is disturbed.

Trust builds harmony. Management neglect pulls it down. Trade Union dynamics adds bias to these factors causing a swing between harmony and disharmony, or amity and unrest in industrial relations dynamics. When the situation is troubled like this, the Third Party Intervention becomes inevitable in the first place and it is the Third Party Intervention that leads the situation to a decisive end. When we tested the hypothesis, 53% of the respondents agreed with our view that the Third Party Intervention takes place when the situation is disturbed. 38% did not agree and 9% remained neutral. On the basis of majority concurrence, we take this hypothesis also valid.

The responses are presented in Table 7.

Now that we have seen our assumptions about the main factors affecting the Industrial Relations, we shall in the next chapter analyse the effect of these factors in determining the industrial relations dynamics and the sudden effects emerging init on the basis of responses we had obtained through our questionnaire.

With this we conclude our understanding of the four factors that are influential on industrial relations dynamics and the elements involved in them.

contd....
<table>
<thead>
<tr>
<th>Hain factors affecting Industrial Relations</th>
<th>AGREE</th>
<th>DISAGREE</th>
<th>UNSURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRUST INCREASES THE SCOPE FOR HARMONIOUS INDUSTRIAL RELATIONS</td>
<td>171</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>MANAGEMENT NEGLECT REDUCES THE SCOPE FOR HARMONIOUS INDUSTRIAL RELATIONS</td>
<td>141</td>
<td>26</td>
<td>9</td>
</tr>
<tr>
<td>TRADE UNION DYNAMICS PLAY A VITAL ROLE INFLUENCING THE EFFECTIVENESS OF TRUST AS A FACTOR FOR HARMONIOUS INDUSTRIAL RELATIONS</td>
<td>139</td>
<td>17</td>
<td>20</td>
</tr>
<tr>
<td>THIRD PARTY INTERVENTION IS A FACTOR COMING IN TO PICTURE WHEN THE INDUSTRIAL RELATIONS SITUATION IS DISTURBED</td>
<td>94</td>
<td>66</td>
<td>16</td>
</tr>
<tr>
<td>DISTURBED</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>