CHAPTER
VIII

SUMMARY, CONCLUSION AND SUGGESTION

This study of industrial relations is based on empirical data in an important service sector of the state i.e. Orissa State Road Transport Corporation (OSRTC). The OSRTC, though not a profit making organisation, it is one of the leading public sectors of the state. The study gives a detail picture of industrial relations in OSRTC and the findings may help in providing an adequate basis to ensure a healthy state of industrial relations and be a source in avoiding unhealthy situation elsewhere.

The function of the corporation are quite typical and unique in character because its units are spread over throughout the state and the system depends more on manpower rather than machine. It was felt necessary to visit various zones and units of the corporation prior to conduct the study and to acquaint with its functioning so that proper interviewing schedule could be prepared for the purpose of interview. The preliminary information was also collected from the law, labour welfare and statistical sections of the Office of the Chairman-cum-Managing Director (CMD). The help of the office of the CMD, Department of Commerce and Transport, Govt of Orissa, Directorate of Labour was sought for the purpose of secondary data. On the basis of information collected three set of structured schedule were prepared separately for employees, union leaders and managerial personnel. The actual universe consisted of 6221 units. Multistage sampling method was used. The sample of the first stage
units were selected by using simple random sampling method whereas the second stage units were drawn with the help of stratified random sampling method. From the three departments, the sample units were taken in the first stage i.e., Administrative Department, Traffic Department and Maintenance Department. In the second stage, 150 employees, 40 union leaders and 55 management officials were selected. Case study method was also used to analyse the major strike, the employees participation in decision making. After the collection of data, the same was analysed in different statistical methods.

II

The chapter 'Industrial Relations- An Overview' deals with different concept on Industrial relations, Industrial relations in retrospect, Five-Year Plan, Constitutional Provisions, Recent trend on Industrial relations, New economic policy and its impact on Industrial relations, legal and institutional framework to regulate industrial relations in the country. It has been described some of major issues concerning industrial relations in India. Industrial relation, previously bipartite in nature has become tripartite. Tripartite concept on industrial relations has also undergone radical changes with the changes in the expectation of people. Industrial relations today needs to widen its horizon to concern itself with the larger social and national interests.

III

The OSRTC as an organisation is spread throughout the state. Its zones and units are situated across diverse geographic, social, economic, linguistic and cultural regions. The overall control is from Bhubaneswar where the corporate office (Office of the Chairman-cum-Managing Director) is located. Chairman-cum-Managing Director is the
head of the corporation, who is directed by the Board of Directors consisting of twelve standing members and three associate members. There are six thousand two hundred twenty one employees on the permanent pay roll of the corporation. The number of routes and schedules decreased a lot till 1995 which shows that the corporation is a sick organisation. The percentage of vehicle utilisation remained around 80 percent from beginning till 1993. Afterwards, it fell sharply to a miserably all time low of 59 percent. It shows the degrading efficiency in the working of the organisation. The organisation registers huge losses throughout the period which is the sorry state of affairs.

IV

The services of the corporation employees are regulated by the OSRTC Employees (CR & CS) Regulation, 1978. At present 17 Class I and 36 Class II Officers, 4434 Class III and 1920 Class IV employees are working in the Corporation. General Manager (Adm.) looks after administration and personnel functions of the organisation. The recruitment in this public sector undertaking are made through employment exchange and top management Officers are deputation officers from state Government. The promotion to the Class I and Class II posts are made on the recommendation of the State Transport Selection Board. The promotion to the Class III posts are recommended by the concerned Divisional Selection Committee or Central Office Selection Committee. Training Institute was started at Jagatpur, Cuttack during last part of 1988. The Institute conducted different training programmes from 1988 to 1990. After 1990, the Training Institute was stopped due to financial instability and less importance given by the top management towards development of skill of the employees. The corporation was adopted the Orissa Revised Scale of Pay Rule 1974 for its employees. The last Revised Scale of Pay for the
State Government employees were made in the year 1989. The Corporation accepted and also implemented the same completely. The corporation is also providing housing, medical, free transport and other benefits to its employees.

During survey, 63 percent of the respondents from workers do not believe the fairness of the recruitment system, 55 percent of the management representative consider the recruitment policy and method to be quite satisfactory. The opinion of the management is contradictory to the views of union leaders. 23 percent consider merit and 19 percent seniority to be dominating factors for promotion. 85 percent of management official are satisfied with the corporation promotion policy whereas 67 percent of the union leaders are dissatisfied on this issue. More than 70 percent of the respondent are not given on the job training during their service period. 82 percent of the Union leaders are dissatisfied about the training programme of the organisation but most of the management representative gives positive views on corporation training programme. 80 percent of union leaders and workers are dissatisfied on corporation wage policy whereas 73 percent of the management officials are satisfied on this issues. More than 60 percent of the respondents express their unhappiness and lack of interest on job. Majority of the respondents belong to workers stated that the housing, education, medical, provident fund and canteen facilities etc. provided by the management are very inadequate.

The study revealed that, there is a general discontentment amongst the employees regarding promotions. The incentive like promotion is a dream for OSRTC employees specially drivers, conductors and other running staff. It is also observed that, there are employees working from the very beginning of the organisation without any promotion which is a matter of great concern.
The employees are also dissatisfied with the remuneration they get from the corporation. The Dearness allowances and other benefits are not given timely to the OSRTC employees as it is given to State Government employees. Coming to the incentive, it is observed that the productivity linked incentive scheme is not introduced in the corporation. Although a large amount of money was spent by the corporation towards the welfare of the employees, study revealed that majority of workers are not satisfied with the housing (house-rent) medical facilities extended by the corporation. The workers are also dissatisfied with the provident fund facilities. The workers, the trade union leaders, all say that the welfare facilities given to the employees are inadequate. But the management personnel stated that the corporation has provided adequate welfare to the employees which should be a source of inspiration for the workers to perform the duties and develop more commitment towards the organisation.

V

There are altogether 41 depots (zones and units) are operating throughout the State. Therefore, very large number of trade unions are formed in different regions owing to their incompatibility and failure to put forward themselves as an united entity. During 1992-94 the number of federations increased which also gave rise to a substantial growth in the total no. of unions.

At present there are four state level federations functioning in the corporation. The STEF and OSTWF are operating with the affiliated unions of Bhubaneswar and Sambalpur division. The OSRTCEAOU is functioning with the affiliated unions of corporate office and the ORTSF is working with the unions of Berhampur division. Inspite of the controversy over the membership position of different federations, it is evident that most
of the employees of the organisation have joined trade unions. In 1995, STEF is the only federation that had surplus income than expenditure. The STEF & OSRTCEAOU were recognised by the management in 1974 and 1991 respectively. Their recognition was continued till April 1995. After implementation of the "Verification of Membership and Recognition of the Trade Union Rule, 1994" by the State Govt., the management ceased the recognition status of federations. As it reveals from the history and development of unionism, the leadership of the different federations and unit level unions are influenced by the outsiders.

The survey reveals that most of the employees are the members of union. 65 percent of the workers opined that to safeguard against victimisation of management and better job security, they have joined unions as well as the state level federations. 72 percent of the workers have not changed their membership whereas 28 percent have changed to fulfil their own interest. The unions and their affiliated state level federations have taken very positive steps towards their members. 66 percent of the workers' respondents have given favourable view on the above issue. 96 percent of the union members are in favour of federal structure of the union because of the existence of scattered union in different depots of the organisation.

The leaders have very poor opinion about the facilities, provided to them. 77 percent union leader state that the management is giving very limited facilities to the office bearers of different unions. It contradicts the views of the management personnel. 69 percent of the management personnel stated that management is providing adequate welfare facilities to its employees. The facilities like housing, medical, travelling etc. are given to the office bearers of the federation. More than
80 percent management personnel responded that multiplicity of trade union is the root cause of strained industrial relation in the corporation. 68 percent of workers, 73 percent of trade union leaders and 41 percent of the managerial personnel state that due to organisational structure and conflicting ideology of leaders of different federations, large numbers of unions are formed in the corporation. Further, 74 percent of workers, 82 percent union leaders and also 82 percent management officials agreed with the view on the multiplicity of trade union is detrimental to workers interest. 70 percent respondent from workers, trade union officials and management personnel replied that their should be two state level federation for cordial industrial relations in the corporation. One federations should represent the unions of head office whereas other one should represent the zonal and unit level unions. 66 percent of workers, 75 percent of trade union leaders and 45 percent of the management personnel are against political affiliation of the unions.

There is a constant rivalry between the federations those are STEF and OSTWF. The membership claims of these federations and affiliated unions overlap and leads to conflict. The management takes advantage of these conflicts.

Changing of membership of the employees leaving behind their long association affects the quality and value of the union as well as their affiliated federation. It is found that the most of the office bearers of federations are new comers. Many employees change their membership from one federation to another because of following reasons.

i. Authoritarian leadership of the federation.
ii. Failure in securing some key positions.

Another feature is the selection/election/nomination of leaders.
It is seen that the leaders are not represented by the members of the federation (outside leadership). There are examples of no-election of federation for a period of one decade. The leadership is monopolised by a handful of persons with the connivance of management so, the workers interest hampers. Demoralisation of union leaders is responsible for this. It is seen that, there is a overwhelming growth in the number of trade unions in OSRTC. This lead to an unhealthy industrial relations also.

So, it can be said undoubtedly that the overlapping claim for the recognition and union rivalry deteriorated the industrial relations situation and the atmosphere continued. From the history of the trade unionism in OSRTC, it is seen that the change in the political scenario did influence the trade unionism in OSRTC so, the trade unionism is not an independent one.

VI

Analysis of data on industrial disputes, strikes, causes of disputes, methods of settlement and detail study of a major strike gives a very disturbing picture of industrial relations in OSRTC. The study result shows that frequent occurrence of disputes in the organisation are on the issue of misappropriation of collection money which is a serious type of misconduct on the part of employees. The heavy punishment in the form of suspension, termination, discharge, dismissals are also imposed on the employees by the management for such type of misconduct. Unsecured and casual nature of employment is the most important factor behind the indiscipline behaviour of employees in the organisation.

Indiscipline being a major aspect of industrial conflict, it leads towards serious consequences and compels both the parties to fight in the
labour court and industrial tribunals. Reference of high percentage of disputes to adjudication appears to be unusual but the critical issues of conflict like indiscipline behaviour of employees, serious nature of punishment, non-implementation of court orders for payment of compensation, non-implementation of awards, state of unionism, attitude of employees and management have a combined negative effect on negotiation and conciliation, Government policy and unstable position of the organisation is also one of the factors behind the disturbing industrial relations scene in Orissa State Road Transport Corporation.

It is ascertained from the opinion survey that 70 percent of workers and trade union leaders believe strike as the major weapon on their hand to achieve better quality of working life. But, the views of managerial personnel and workers' are complementary to each other. More than 80 percent of the managerial personnel view that 'strike' degrades the quality of working life, productivity financial position of the organisation.

The study reveals that the trade union leaders, and the management personnel all are dissatisfied with the role of Govt. machinery in settlement of disputes and they stated that the government machinery are looking after enforcement of various labour laws and entrusted with multifarious other works as a result they are not taking keen interest for settlement of their disputes.

Comparison to economic issues, the non-economic issues are the main causes of disputes between workers and management in OSRTC. Non-payment of wages and non-implementation of awards and agreement to some extent contributed to economic disputes. The individual share of disputes are also large. Termination, suspension, discharge form the major
fraction of total disputes. In the interest of the organisation the individual grievances should not be suppressed.

i. The first drawback of the system in OSRTC is that, there is no proper recording of the grievances by various departments, unit and zonal level offices of the organisations.

ii. The office bearers of unions are not competent in processing the grievances.

Lack of co-ordination and understanding among management and employees and their unions are responsible for poor industrial relations of the corporation.

It is revealed from most of the leaders opinion that, "struggle is the only way to improve workers' condition". This ideology leads to conflict.

The role of government authorities in the process of conciliation is not satisfactory. Most of the disputes are referred to adjudication. Not even a single case of industrial disputes has been referred to arbitration. The disputes are resolved in a very unpleasant way and not in the interest of healthy industrial relations.

In some cases, the different and negative reply of the workers is directly pointed to the relationship existing between the management and the union leaders.

VII

The analysis of different settlements in the corporation reveals that important issues like wages, dearness allowances and some service conditions are determined at the state level under the auspices of State
Government. The scope of collective bargaining is rather restricted at corporate level.

The general practice is that the recognise federation (STEF) submit the charter of demands along with a strike notice before the management. The management being threatened by such notice, invites the concerned parties for negotiation. The OSRTC is declared as public utility service organisation, hence the conciliation machinery immediately intervened into the matter and called both the parties for discussion. The settlements are made in presence of the conciliation officer. It has further noticed that the management has not implemented the previous settlement. This attitude of management causes discontentment among workers which leads to further disputes. This indicates that, though the parties reach agreement, some times the decisions if implemented, the management makes inordinate delay.

Thus, it may be inferred that the institution of collective bargaining could not make any significant impact upon the state of industrial relations in the corporation.

After 1990, the OSRTCEAOU, OSTWF & ORTSF were emerged in the corporation and demanded for recognition. The last settlement was signed between management of OSRTC and federation in dt 27.10.89. Thereafter, there has been no settlement signed between the management of OSRTC and also any of the federations.

The survey shows that 37 percent workers respondents gives their views that the recognised federation is not successful in negotiating with the management whereas 36 percent are in favour of successful
negotiation of recognised federation on different issues. Views of unions leaders on extent of bargaining power of their respective unions were taken during the survey. 25 percent of the respondent consider them as strong enough at the bargaining table and 27.5 percent express them as moderate, and 43 percent are of the opinion that they are weak while they bargain.

Although of the leaders of recognised federations are of the opinion that there is absolutely no difficulties in the collective bargaining, few of them contended that bargaining capacity is being curtailed because of the multiplicity of the unions and various administrative instructions and norms laid down by the state government from time to time. The leaders of the unrecognised OSTWF and ORTSF opined that the process of collective bargaining takes place only with the recognised federations which have no majority support. 60 percent respondents from the management officials opined that the collective bargaining is the most successful method in solving the difficulties between the management and the union. It is observed that 36 percent of the management personnel have no difficulties in the collective bargaining whereas 31 percent reserve their opinion. They thought that it is not warranted from them to make any comments on this particular delicate issue being a part of the management.

Coming to the collective bargaining, it is observed that the workers had lost their faith on the credentials of the leaders whereas cooperation between the management and workers is the prime need, the management of OSRTC react negatively to the term "Participation". Also, workers do not understand the meaning and scope of participation rather considers it as power famous for fighting against management. For this there is no sign of participation system being practised in the organisation.
Majority of employees have considerable desire to participate in the decision making forum. But, there is no such thing like participative forum in OSRTC. There is no chance to the individual workman to speak out their mind. The employees also can come forward with suggestions which can be utilised for the improvement of the efficiency for removing the difficulties of day to day working at the workplace.

The feeling of the workers could have been taken care provided the management were little flexible in their policy of not calling the unrecognised unions for the purpose of negotiation. It is worthwhile to mention here that the OSRTC management was used to call to STEF and OSRTCEAOU only for the purpose of negotiation before 1995. But, it seems, there was no harm in consulting with the other independent unions and federations. The basic problem of workers dissatisfaction that any settlement regarding the wage and allowances are imposed on them.

It can be said about the workers that, "the workers of OSRTC are generally peace loving and don't believe in militancy. But the situation compels and necessity impels them to go on strike and labour unrest occurs.

So, it is proved that, without harmonious industrial relations it is not possible to develop contented, committed and co-operative workforce and after all to achieve the objective of the corporation. Industrial relations is concerned with people at work and their inter-relationship, and the basic need of industrial relations is the reciprocal relationship between management and workers. So, following points should be given importance for creating healthy industrial relations in OSRTC and saving the corporation from utter drowning stage.
1. The OSRTC have to a creative and learned workforce, so that they can provide the corporation a competitive advantage. The corporation should undergo a complete transformation in which the customers (Passengers) can get value.

2. The OSRTC management should understand the workers right perspective. The management should also formulate policy and procedures.

3. The Government's time to time decision to disinvest in this sick corporation is also a major social issue. So, it demands tactful settlement. The Govt. should act as an agent in providing social justice.

4. Increasing education, awareness and training of workers and their leaders is needed to increase the healthy leader and followers relationship. Workers' educational and training is necessary for effective participative management. The Training centre of OSRTC, which is located at Jagatpur should be made functional. Training is the organised procedure by which employees learn to know the skills. That can also improve the operational efficiency of workers.

5. The union leaders also should teach their members about the job specification and descriptions. There should be a balance between law, logic and human empathy. Outside interference in union activities should be reduced. Trade unionism should be free from politics. Unit level unions and also their federations at state level should create an atmosphere of mutual understanding and respect.
6. The powers conferred on conciliation officers must be effective. Presence of the parties in disputes should be encouraged. So, continuous litigation will not lead to conflagration in the corporation. A time bound adjudication of disputes is very much required.

7. There should be statutory recognised bargaining agents. The Govt. also have to encourage growth of internal leadership. The role of intervention of third party in the collective bargaining processes should be avoided.

8. Consultative works committees are to be set up for 'on the spot settlement' of difference the employees and employer. The trade union's role and orientations of attitude needs to be changed. The inter union rivalry and intra-union division should be avoided. The joint consultative committee should be effective and act as link man between workers and management. The objective and policy should be very clear, so that the employees can see through it their future and development. The human resource management should be given emphasis over other areas. A greater efforts from all concerned (management, workers, union leaders) is needed to understand the spirit of co-operation and co-ordination practices.

The study ended after seeing the cause and eradication of unhealthy industrial relations situation in Orissa State Road Transport Corporation.