Industrial organisations are social systems which combine technology and people and are responsible to provide goods and services to the society. To be productive and efficient an enterprise needs the ability, initiative and co-operation of every member. Its human resources are the greatest assets. There are numerous instances where powerful industrial organisations with their immeasurable resources have lost their standing in the community because they were unable to utilise their human resources effectively whereas the industrial corporations which were successful in integrating their human resources have marched ahead. The industrial organisations to be effective must develop team work through human co-operation in such a fashion that the people are motivated to achieve the organisational goal. This is only possible, provided the mutuality of interests of both the employers and employees are recognised. The establishment of industries will not be enough to improve the nation's economy, for that there should be collaboration between the employers and employees in stimulating employee interest in productivity. As the role of the worker in the growth of productivity is very much vital, the employees will have to be motivated to contribute their best efforts to acquire new skill, to co-operate with the management in improving productivity which will eliminate waste in all spheres of business activities so that production costs become lower, return on capital investment is good and there is sufficient margin of profits which
could be shared both by the employers and employees. To achieve maximisation of production, through proper utilisation of labour, active co-ordination and enthusiastic co-operation and involvement of the worker is very much necessary. In short, harmonious relations between the management and worker is of great significance in the field of industry in a developing country like India. Peaceful and harmonious relations between two parties-Capital and Labour is a challenging one. A worker is not a machine nor a cog in a wheel. He is a human being with emotions, motives, feelings, desires and needs. He seeks security, treatment as a human being, cordial relationship with people and support in fulfilling his expectations. If the organisation helps them to release their inner drives, they can produce output much more than their inputs.

An organisation consists of varying number of persons of different occupational categories who are brought together within a formal structure. The factory is an social institution functioning within the society and more specifically within a framework of legal and economic arrangements. The people in the organisation are related to each other within a framework of formal and informal relations. So, to create an environment where all the occupational groups can have harmonious relations with each other and work together to achieve organisational goal is not an easy task. The relations between employer and employees can be harmonious only when both the groups have good understanding of each other. The term industrial relations cover the relations between individuals such as the individual employer and employee and between organised groups such as trade unions and employers. It also covers unorganised or informal relations and organised and formal relations.
A developing country like India, which has lately shown signs of blooming into an economic power due to the liberalisation policies needs a smooth industrial relations system for harvesting the results of these new economic policies.

1.1 OBJECTIVES

The objective of this study on Industrial Relations in Orissa State Road Transport Corporation (OSRTC) is to research out data on

(a) determinants of industrial relations such as nature of labour management conflicts, dispute trends, causes, methods of settlement, strike frequency, causes of striker's participation, duration, how normalcy was restored, nature of indiscipline,

(b) structure and functions of trade unions, leadership pattern, trade union rivalry, problems of trade unions,

(c) labour management co-operation in order to seek answers to some pertinent questions which will provide an insight to get a picture of labour management relations in Road Transport industry in general and OSRTC in particular.

The questions are:

1. Is the organisation is witnessing an increasing trend of industrial disputes during 1990s?
2. Which are the major causes of industrial disputes?
3. Why there is occurrence of long duration disputes?
4. Why frequent occurrence of strikes?
5. Higher rate of striker's participation is related to causes.
6. Federal structure of trade unions has weakened the strength of trade unions.
7. Because of the casual nature of employment of different categories of employees, more cases of indiscipline behaviour like misappropriation of money is noticed in the organisation.

8. The administrative policy is not conducive for creating any participative forum to resolve various conflicting issues of industrial relations.

1.2 HYPOTHESIS

According to Webster's New International Dictionary of the English language, a hypothesis is "a proposition, or principle which is assumed, perhaps without belief."

Keeping in view of the above mentioned objectives of this study, the following hypothesis are formulated.

(a) Frequent change in the administrative policy has led to discontentment among employees.
(b) Apprehension of uncertain future is one of the major causes of indiscipline among employees.
(c) Lack of cohesiveness among the unions of different units weakens the strength of union.
(d) The organisation would be able to face the changes of the present crises with co-operation of union and management.

1.3 SCOPE OF STUDY

This study covers the history and development of transport industry in India and in the State. As the objective of study is to get a picture of industrial relations; it is proposed to collect data on disputes,
strikes, unions in every detail to analyse the causes and consequences of disputes, nature of union problems. To supplement the analysis, it is proposed to interview employees, management officials and union leaders in order to know their attitude about the present industrial relations situation in OSRTC.

1.4 METHODOLOGY

Methodology is description of the research procedure used in the course of investigation. On the other hand methodology has been termed "the logic of science", "the logic of science procedure", and "the consideration of the general grounds for the validity of scientific propositions and systems of them."

The Dictionary of Social Sciences defines "Methodology is the systematic and logical study of the principles guiding scientific investigation."

Since methodology is the first essential criteria of any scientific study proper consideration has been given to its prima facie.

1.4.1 Research Design

After the formulation of the research problems it is necessary to work out a research design. For the purpose of research design the sources of information, nature of study, objectives, area to be covered, time period, collection of data, techniques for gathering data e.g., sample design etc. were specified. The research design was inaugurated by establishing a sample design.
In sociological research, it is seldom possible to study more than a part of the whole for which the study is designed. It becomes absolutely difficult to cover the whole of the universe when it is too great due to the pressure of time, personal ability, staff, money and availability of informants. The employees strength of the corporation is 6221. Since the study is on Industrial Relations, it includes all these 6221 employees which are to be used for collecting information. Therefore, due to practical difficulties sampling procedure was followed to obtain the statistics from which it was intended to draw the parameter of the universe taking the sample to be representative of the whole universe.

The persons who were employed in the corporation and belonged to labour and management were included in the universe. The population consisted of 6221 employees as follows:

<table>
<thead>
<tr>
<th>Class I Services</th>
<th>-</th>
<th>17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class II Services</td>
<td>-</td>
<td>36</td>
</tr>
<tr>
<td>Class III Services</td>
<td>-</td>
<td>4384</td>
</tr>
<tr>
<td>Class IV Services</td>
<td>-</td>
<td>1784</td>
</tr>
</tbody>
</table>

6221

So, the actual universe consisted of 6221 employees along with deputies. But, the actual universe of the sampling units consisted of 6221 employees i.e., population elements from which sample was to be drawn.

Multistage sampling was used. So, the universe consisted of five artificial population of units called departments at the first stage of sampling.
The multistage sampling method practically consisting of two stages. The sample of first-stage units were selected by simple random sampling procedure whereas the second stage units was drawn with the help of stratified random sampling method. The sample of first-stage units consisted of departments as sample units while the sample of second-stage unit consisted of employees as sample units. Since all the employees were unable to give all required informations due to their dealing with specialized branches, the informations concerned with specialized branches/trade was collected from the concerned respective employees only. For this problem the multi-phase sampling procedure was followed for collecting information.

Orissa State Road Transport Corporation has mainly five departments.

(i) Administration Department
(ii) Traffic Department.
(iii) Maintenance Department.
(iv) Planning and statistics Deptt.
(v) Finance and Accounts Deptt.

These five departments were considered as the first-stage units. So the universe or population whose parameter was to be drawn was assumed to consist of five departments of the OSRTC, which in turn may be called the population units or elements of this universe.

For drawing the sample of these five first stage units the simple random sampling method was followed adopting the method of lottery with replacement. Since Administrative Department appeared
twice, So practically the sample of first stage units consisted of the following three departments.

(i) Administrative Department
(ii) Traffic Department.
(iii) Maintenance Department

Each of these selected first-stage units further consisted of smaller dissimilar units i.e, not identical in nature. So, these dissimilar units could not be taken for the sampling process. Therefore, the individual employees were taken as the second stage units. The following table provides the sampling frame for second-stage units.

Table 1.1: Statistics of Second-Stage Units

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Department</th>
<th>Permanent Employees</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Executive</td>
<td>Non-executive</td>
</tr>
<tr>
<td>1.</td>
<td>Administrative</td>
<td>145</td>
<td>1321</td>
</tr>
<tr>
<td>2.</td>
<td>Traffic</td>
<td>853</td>
<td>2550</td>
</tr>
<tr>
<td>3.</td>
<td>Maintenance</td>
<td>255</td>
<td>1097</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>1253</td>
<td>4968</td>
</tr>
</tbody>
</table>

N:B- Executive Employees includes Class I, Class II and supervisory staff of Class III group. Non-executive Employees includes Class III excluding supervisory staff and Class IV group.

So, there were altogether 6221 sample units. Sample was drawn from these units by the stratified random sampling method. Under this method employees of different department as selected in first stage units were divided into two groups i.e, Labour or Non executives and Management Officials and Supervisory employees or Executives.
(i) 55 out of 1253 executives were selected for collection of data which constituted 4 percent sample.

(ii) Labour consisted of 4968 permanent employees and out of which it was intended to interview 190 i.e., 150 employees and 40 employees associated with different trade unions, which would constitute a 4 percent sample.

So, the final samples consisted of 55 from management officials and 190 from labour out of which 40 employees belong to office bearers of different unions and federations.

1.4.2 Collection of Data

Following information has been obtained from the labour welfare, law, statistics, establishment sections of the office of the Chairman cum Managing Director, Bhubaneswar and Industrial Relations and Statistics Sections of the Directorate of Labour, Bhubaneswar.

(i) The list of workforce, sources of recruitment, training programmes, wage structure, welfare measures, organisation structure both at unit level and also head office.

(ii) List of unions, membership, leadership, federation activities, affiliation etc.

(iii) Data relating to industrial disputes, strikes, award, orders and important agreements etc.

Other necessary data has been obtained from the records available at the Directorate of Labour, State Labour Institute, Department of Commerce and Transport, Department of Labour & Employment,
Ministry of labour Govt of India, Indian Labour Year Books published by Labour Bureau, Simla, Central Institute of Road Transport, Pune.

For the purpose of present study, case study method and Interview Schedule have been used. Case study is a method of exploring and analyzing the life of the unit. On the basis of case study method, a micro study has been made.

Three types of schedules have been designed for collecting information from workers/employees, union leaders and management officials separately.

A schedule for collecting informations from 55 management representatives is designed, covering such aspects as financial position, administrative set up, work organisation, recruitment, promotion, training, wages, welfare, trade unionism, multiplicity of union, recognition etc.

A different schedule is prepared for collecting information from 40 union leaders regarding various aspects of trade union, origin, membership, leadership, union rivalry, activities, relation with management etc.

Another schedule is prepared for obtaining information from 150 employees on the aspect as recruitment, promotion, wages, welfare, union activities, strikes, Settlement of disputes, Collective Bargaining and participative management etc.

The data has been analysed in statistical techniques like average, percentage and tables etc. So, to give data more precision and systematisation, statistical techniques is adopted.
It attempts to cover industrial relations from the time of inception in general and from 1984 to 1995 in particular.

1.5 LIMITATION

A study of this kind and magnitude naturally involves some problems and limitations. The difficulties the researcher faced was in regard to interview of the respondents of different zones and unit offices functioning in different part of the state, availability of organised and up to date data. Depending on the availability of data at some places the period of analysis has been curtailed or stretched. Whenever, some definite trend was looked for, a periodic analysis has been made. In spite of difficulties, immense care has been made to cover the cross section of the respondents from employees, trade union leaders and management personnel for the purpose of study.

1.6 PRESENTATION OF THE STUDY

The study has been divided into eight chapters.

First Chapter is introduction which also covers the significance of study objectives, hypothesis, scope and methodology and limitation of the study.

Second Chapter is ‘Industrial Relations an overview’. It is divided into two parts. The first part of this chapter deals with the concept of Industrial Relations, Industrial Relations in retrospect, Five-Year-Plan and Industrial relations, Indian constitution and Industrial relations recent development on industrial relations, New economic policy and industrial relations, Legal and institutional framework governing industrial relations and Industrial peace. The next part of this chapter is covering Review of Literatures.
Third Chapter deals about the bus transport services in India, and the role of Orissa State Road Transport Corporation.

Fourth Chapter deals with the manpower practices like recruitment, promotion, training, wages, welfare facilities, etc. in the corporation.

Fifth Chapter covers about the history and development of trade union, membership, recognition, multiplicity of unions and union activities.

Sixth Chapter deals with industrial disputes, causewise distribution of disputes, settlement, implementation of awards and orders trend of strike activities, a case study on strike 1989.

Seventh Chapter is about the state of collective bargaining and workers' participation in management in the corporation and how far the mechanism has become successful.

Last Chapter embodies the summary and conclusions and has attempted to give suggestion for improving the state of industrial relations in Orissa State Road Transport Corporation.