In this chapter an honest attempt has been made to review some relevant studies on Human Resource Development and implementation of Labour Laws in general and in industries in particular.
The first chapter concluded that human resource is one the most important factor of production. The success or failure of any organization largely depends upon the level of development of human resource existing in the organization. Government has also enacted laws to avoid exploitation of human resource at the hands of the capitalists.

One of the important parts of the study is Review of Literature because it helps in formulating the methodology of the study, finding out the cause and effect relationship of the study and exploring the existing research gap. The 'literature' of the literature review refers to several accumulations of materials on the concerned subject matter and not necessarily the grand literary texts of the world. Review does not necessarily mean that the reader wants one to give their personal opinion on whether one liked these sources or not.

Literature reviews provide a multipurpose guide to a particular topic. If one has limited time to conduct research, it gives an overview or acts as a stepping stone. For professionals, they serve as useful reports that keep them up to date with what is current in their field. For scholars, the deepness and wideness of the literature review emphasizes the credibility of the writer in his or her field. They also make available a firm background for a research paper's investigation. Comprehensive knowledge of the literature of the field is essential to most research papers.

To give a comprehensive and exhaustive list of the researches conducted in the country is, by no means, possible here. Therefore, in this chapter an honest attempt has been made to review some relevant studies on human resource development and implementation of labour laws in general and in industries in particular. This review will certainly give broad ideas regarding the importance of various mechanisms of human resource development. Keeping this in view, the following pages presents a brief review of the work of some of the researchers.

Bajaj (1976) in his research book 'Personnel Problems of Large Scale Industries' adopted census method of enquiry to study 4 large scale industries and observed that master-servant relationship existed in employer-employee relations. Unstable and outside leadership, multiplicity of unions, inter-union rivalry, political influences, etc. rendered the labour movement weak and ineffective. Industries depended upon intermediaries to recruit labour. This system gave rise to serious evils of bribe, corruption and favoritism. Employers
took little interest in providing educational and vocational training to the employees. Promotions were made on unfair and unreasonable principle, and caused heart burning, unrest and sabotaged the peace of the industry. The working conditions continued to be unsatisfactory. Employers had adopted indifferent attitude and were contended with satisfying the letter of the law, rather than the spirit underlying it. The legislative provisions completely failed to change the outlook of the employers and the exploitation of labour and the strained industrial relations continued.

**Raka (1980)** conducted a study relating to working conditions and job satisfaction among the industrial workers in the district of Kanpur. He examined wages, benefits, job security, promotion, working environment and relationship with immediate superiors. The study revealed that the respondents were given very low wages and were seldom given any type of leave facility. Their work schedule consisted of working more than 8 hours a day. Sometimes they had to work continuously without a break. They were dissatisfied with the physical atmosphere. The lighting arrangements in the assembly rooms were not proper and the working environment was getting unpleasant day by day. He suggested improvements to be made in respect of the wages and working conditions so that the respondents' satisfaction with their job improves considerably.

**Aleem's (1985)** book 'Personnel Management in a Princely State' makes a detailed analysis of the personnel system in the State of Hyderabad. The study pointed out that the Nizam had introduced the Mulki Rules so as to provide employment to the 'Sons of the Soil'. The training programmes in the state were inadequate. There was no regular evaluation to reform the training process from time to time. The principles of pay as adopted were to safeguard the interests of the upper classes. In spite of distinction and difference in grades of benefits extended to the higher services, more than to the lower ones, the atmosphere was not tense.

**Banerjee (1986)** has revealed in 'Bhopal Gas Tragedy - Accident or Experiment' that the Bhopal gas walks shifted the city and its people. It was a cry out around the world against the profit-at-any-cost attitude and the callous cost-cutting practices of the United States multinationals in the developing countries. Union Carbide in Bhopal did not follow the safety standards laid for the factories. Thanks were given to the unwary Indian Government for being innocent of the dangers lurking in several production processes and for not
keeping a strict check on the industrial safety measures. In their chase after maximum profits, foreign monopolies were going out of their way to transfer polluting enterprises to developing countries where they need not build any expensive purification facilities, need not use filter and other safety measures preventing the discharge of hazardous production of wastes into water reservoirs and the atmosphere. It was clear that the safety standards in the country were unsatisfactory and that every city with large industries had become a danger zone.

Rawat (1988) made an attempt to investigate and analyze the state policy on the subject of formulation of legislation related to labour welfare and implementation of these measures in the different industrial areas throughout the country. He stressed on the need to establish more funds for welfare of unorganized labour, construction and handloom workers, etc. He pointed out that all the efforts in the direction of improving the well-being of the toiling workers cannot do well as long as the workers lack legal knowledge and remain ignorant of their rights. Labour welfare is the right of the workers and is no bounty gift, reward or premium.

Wani (1989) the research scholar's study named 'Management of Personnel in the Public Sector Units of Kashmir' seeks to make in-depth study of various aspects of personnel management that had an important bearing on human behavior at work. His study is an attempt to highlight the importance of personnel management and examine how far the various concepts, principles, procedures and policies are applied and followed in deciding the issues concerning human elements. The study made it abundantly clear that the personnel management system is in contravention with the tested norms and provided least benefits to the workers and the units. The suggestions given are establishment of Personnel Division, making use of scientific process for recruitment and selection, ensuring proper training and development for employees.

Rao (1990) conducted a study to examine the state of human resource management, analyze the defects therein and offer suggestions for effective human resource management in municipalities. The study revealed that an efficient and committed workforce, with the required level of skill and knowledge should man the municipalities. Findings suggested creation of separate recruiting authority, promotion and selection on the basis of merit
only, starting a separate municipal staff college for post entry training, allocating adequate funds in advance for the payment of salaries to employees in time, taking appropriate steps in the direction of improving the behavior of the supervisors so as to promote positive relations.

Bapat and Jaywant (1991) have expressed their views on the current thinking on value systems in their paper 'Human Values in Organizational Effectiveness: Case Studies'. The objective of the study made by them of M/s Alacrity Group, Madras and Polyhedron Company, Belgaum is to reflect on the need for education and training at all levels. Their case study has given an impression that ethical management is, perhaps feasible in small or medium scale units. They concluded that ethical management practices do not depend so heavily on the size of the organization. A specific policy guide line and top management setting an example makes all the difference in developing organizational effectiveness through value-based ethical management.

Jan (1991) undertook an elaborate and in-depth study of the execution of the personnel function in the Kashipur Unit of the Uttar Pradesh State Textile Corporation. His findings revealed existence of a separate training program for officers and workers that necessitated having relevance to its cost and resulting improvements. Statutory welfare amenities were not provided in adequate terms. Worker's organizations failed in the sphere of the provision of welfare activities. The working of the preventive and curative machinery to deal with the problem of industrial dispute was not satisfactory. His suggestions included setting up of a channel to hear grievances from lower level to upper level, giving more attention to the general health of the workers for developing a permanent workforce by reducing workload per worker which would in turn increase the efficiency, simplification of the typical formula for calculating the wages and payment of wages in time. For settling industrial disputes, voluntary arbitration and collective bargaining were suggested.

Gani (1991) seeks to examine the labour-management relations in the Textile Industry of Jammu and Kashmir State and probe objectively into the factors that help or obstruct the maintenance and development of harmonious relations between them. The study indicates that the state took the 4th lowest rank when compared to other states in terms of conflict proneness. The low conflict situation is attributed to factors such as low level of industrialization, weak trade unions and frequent and excessive State intervention disputes.
Majority of the workers worked in standing positions in poor lighting, ventilation, cleanliness and were exposed to undesirable dust, fumes, etc. The workers expected employee-oriented behavior from their supervisors. The study suggested linking the cost of living with the rise in prices while revising wage policy, provision of non-wage incentives, raising the average productivity of the industry, implementation of all the labour enactments, etc.

Mathur (1991) made an attempt to study labour welfare policies and practices in Rajasthan State Electricity Board. The purpose of the study was to examine the personnel policies and practices and how it played a positive role in increasing productivity and inducing the industrial relations. The findings pointed out that the officers of the personnel department had no financial or administrative powers to discharge their functions smoothly. The Joint Management Councils failed to give results. Workers had to face high risks and hazards in the sphere of their working. Due to poor bargaining capacity of the trade unions, workers were always in trouble.

Rao (1991) conducted a study in which he examined how training and HRD function were related to each other. He pointed out that there are cases of organizations that have merely renamed their training department as HRD departments following the example of some western organizations. He added that it was unfortunate that Human Resource Development was getting equated with training not only by practitioners in industry but also by some academicians. The author argued that the distinction between the two was necessary to make proper and fuller use of HRD managers. HRD is more comprehensive and pro-active and encompasses the important function of training.

Rao (1991) modestly attempted to find out how the important function of HRM found expression in small industries. He looked at the problems faced by employers in managing the human resources and the problems perceived by employees while they were being managed. His findings indicated that human resources management was not always easy. It was believed that a cross-fertilization of ideas between employers-employees would indicate the deficiencies in the system and identify the areas where rectification measures were needed thereby helping in formulating appropriate strategies and policies for increasing the contribution of employees.
Choudhary’s (1992) research was an empirical study of some public undertakings in Jammu and Kashmir State. It highlighted the organizational, personnel and financial problems and disclosed the fact that the recruitment and selection procedure was faulty and defective. No attention was given to arrangements for training in various specialized fields of technology and science. The procedure and policy of promotion of employees existed in theory only. Provisions for welfare activities and safety measures were inadequate. Financial administration and control system remained at a low level and lacked uniformity in practice of financial regulations. The efficiency and effectiveness of the public undertakings had lowered.

Kolekar (1993) made an attempt to study the status of HRD function in the Public Sector Undertakings in and nearby Bombay by critically analyzing the HRD practices in the units such as Richardson and Cruddas Limited, Shipping Corporation of India Limited, Maharashtra State Road Transport Corporation, Maharashtra State Electricity Board, Indian Oil Corporation Limited, Hindustan Antibiotics Limited, Pimpri, etc. His study revealed that there was a wide scope for the application of HR practices in public enterprises. The development of suitable policies and mechanism would help to eliminate ‘man-management’ problems to a large extent.

Goyal’s (1995) research work is an attempt towards finding out the level of awareness, implementation of labour welfare laws, the problems in the way of implementation and their impact on job satisfaction in the cotton textile industry in Punjab. 2 units were taken from each of the public, co-operative and private sectors for the purpose of the study. Primary data was collected from the workers with the help of a schedule. The study revealed that there is a positive relationship between the level of satisfaction and implementation of various labour welfare measures and majority of the textile workers were satisfied with their job. The private sector units had the maximum number of satisfied workers whereas co-operative sector units had maximum number of disappointed workers. Illiterate workers were most prone to exploitation. The study suggested that the management, trade union and the government should make concerted efforts through various training programmes, to expand the knowledge and skill of workers leading to change in their attitude.

Kumar (1995) in his study critically examined the extent to which human resources were developed in Cooperative Banks in Himachal Pradesh. His
findings revealed that development of skill was the main factor resulting in training. But majority of management's acquaintances were selected for training purpose. Promotion without training had restrained the smooth functioning of employees. Transfer policies failed to satisfy majority of the employees. The study recommended the need for a clear cut training policy, with job rotation to be strictly followed, linking training with promotion/confirmation, to constitute a common recruitment board for all the co-operative banks in the state, to evolve a foolproof performance appraisal system covering the entire spectrum of staff.

Ramana & Bhsha (1999) attempted to study the bank's HRM practices such as salary administration, training and development programs, welfare measures and employer-employee relations. Studies indicated that majority of the employees were satisfied with the training methods, materials and the quality of the faculty that trained them. But the physical facilities at the training centers were not up to the expectation of few. In case of salary administration policies, it was observed that majority of the employees were dissatisfied with family oriented perks of the banks and they confessed that the incentives for efficiency and workload were poor. Majority of the respondents were under the dilemma about the method of salary fixation and hence expressed the view that the method of salary fixation was neither too good nor bad.

Choudhary and Sahu (1999) have identified steps to convert slow starters and non-starters as self-starters. They are of the view that management should create an atmosphere, a healthy environment where there is spontaneous willingness to work. For this it is important to find out what motivates people in order to make them committed towards work. They have pointed out the fact that though all organizations have some forms of performance evaluation system but few use it as an effective instrument for the recognition of good worker and bring about improvement over poor performance. They have given stress on the policy of promotion from within to the extent possible even after providing an opportunity for educational development and further training.

Babu's (2000) documented project report rooted in the need to understand those lives that resisted the epochal shift and got almost destroyed aimed at capturing the workers' perception of the Bombay textile strike of 1982-84 undertaken by more than 2,50,000 workers. Interviews conducted from
November 1999 to December 2000 were concentrated on the traditional textile in Central Mumbai locality called Girangaon. Findings revealed that the workers had struck work for a day to demand higher bonus coupled with earlier demands of wage revision and improvement in working conditions. The strike took alarming turn with Bombay police protesting against the government’s move to thwart their efforts at organizing and re-established how trade unionism transcended beyond its economic super structure to become a full-scale political struggle. The historical resources generated by the history project showed the paradigm shift in the way workers lived and perceived themselves before, during and after the strike.

Monteiro (2002) made clear that Enron’s arrival in India caused payment of minimal compensation to the displaced families from Ranvi, Veldur, etc. With the stoppage of the construction and nonpayment of compensation, thousands of workers were left stranded with unpaid debts and no land, job & means of livelihood. Enron’s carefully crafted contracts ensured that it was protected from risk and was not liable for any untoward developments. The top Dabhol Power Company officials disabled the plant by removing and smuggling out crucial electronic chips which controlled the sophisticated plant’s computers. But the security staff managed to stop the DPC officials trying to remove two truckloads of equipment out of the plant without valid gate passes. Enron management abandoned its Titanic ship; left it floating in the high seas without any officer on board loaded with fuel that contaminated drinking water wells. Whether the plant will start functioning or will be dismantled and auctioned off or will remain as the world’s expensive monument to incompetence, ambition, corruption and political malfeasance is yet to be answered.

Anowar (2003) pointed out that in Bangladesh 7,000 and 600 workers became unemployed due to government’s decision to close down 8 factories of the Bangladesh Chemical Industries Corporation and Chittagong Chemical Complex respectively. About 2,000 workers were retrenched from Karnaphuli Reyon and Chemicals Limited. Closure of Adamjee Jute Mills rendered 25,000 regular workers and 8,994 relievers jobless. Workers were compelled to go with their arrear wages. There was neither trade unions movement nor political movement against the closure of factories and retrenchment of workers. Major political parties including the ruling party were in favour of the IMF, the World
Bank and globalization. Free import policy was introduced that converted the whole country into a market for multi-national companies. The working people who were always in the forefront of any social struggle were helpless in the absence of an organized movement of resistance.

Koshal's (2003) struggle notes speaks about the two month long strike called by 4,000 workers of the Jammu and Kashmir government's Bagliar Hydroelectric Power Project (BHEP) against the retrenchment of 1,475 workers. CITU delegation met the Chief Minister to demand his intervention. While protesting at the dam site, 51 terminated workers were injured in police firing and cane charge. A massive sit-in was held at the Indira Chowk. The strike ended in April 2003 following the agreement between the JP Industries, the representatives of the workers and the divisional administration. It was made clear that all retrenched workers from Doda district would be recalled, other retrenched workers to get compensation 5 times more than prescribed under the labour laws, the workers to get 50% wages of the strike period immediately and 25% after two months. The notes ended with the revolutionary spirit to be long cherished in spite of the fact that many of the workers were left unemployed.

Jyoti's (2003) paper 'Industrial Disputes in Punjab : Emerging trends', is an endeavor to find the changes in the industrial relation scenario in Punjab due to changes in the composition and structure of industrial base after the introduction of economic reforms during the nineties. The study found out that the number of work stoppages had reduced. But they lasted for longer durations and involved more workers. Lockouts were being used as a powerful weapon to counter the increasing organized power of workers.

Jha (2003) attempted to comprehend the ongoing changes in the material dimensions of worker's well being during the era of economic reforms in India in his report titled 'Worker's in the time of Economic Reforms: A Field Report'. Household survey from the Jamul Industrial Area of Bhilai in Durg district of Madhya Pradesh pointed out that there was tremendous pressure on permanent workers to take voluntary retirement. Contract workers had to pay commission to the middleman for getting employment. Employers had resorted to suspensions and dismissals of the workers who participated in the strikes. Working conditions in the factories had deteriorated.

Giri and Das (2003) in their study on 'Industrial Relations in Orissa : Emerging Scenario' outlined the emerging scenario of industrial relations in
Orissa, in terms of the findings that the state's economy was rapidly dwindling, most of the industrial establishments were living in a moribund state of inactivity, the strength of the trade unions eroded and that of the management grew, the government's response was lukewarm to genuine problems of the workers, and the employers remained silent about the payment of wages and other benefits. The paper concluded that this scenario of industrial relations in the state was not likely to change in the near future.

Joshi (2003) in his paper on 'Emerging Pattern of Industrial Relations' revealed that consequent upon the adoption of the policy of economic liberalization, privatization and globalization, the arm of the state shifted in favour of the employers as against the employees. The new policies had adverse impact on the labour unions. Constitution of the Second National Commission on labour in 1999 had serious effects on the social and labour policies. New investments were taking place, but job creation became less. Labour was being pushed from the organized to the unorganized sector. There was an increase in the casual and contract labour. There were chances that the Trade Unions may disappear from the scene altogether.

Abdi's (2004) editorial pointed out that the extreme poverty and unemployment compelled 36,000 migrant labourers from Bihar, Orissa and eastern Uttar Pradesh to migrate to the ship breaking yards of Alang in Gujarat to take up risky jobs like cutting open toxin-laced ships. Hazardous working and unhygienic living conditions, illicit country liquor, rampant homosexuality and prostitution cumulated towards skin, gastro-intestinal and liver diseases besides TB, leprosy, malaria, malnutrition, cancer, STD and HIV-AIDS. The workers are paid low, are not provided with systematic job training and do the ship dismantling work with insufficient protective gear. Safety and environmental regulations are not properly implemented due to the economic and political clout enjoyed by the ship breakers. The local people look upon them as outsiders and competitors for the jobs generated by the ship breaking industry. The editorial concluded that unless the ship-breaking workers unite and organize themselves with bargaining power, there seems little hope for them.

John's (2004) cover story points out the dual standards maintained by the Bokaro Steel Plant in Jharkhand State. The regular employees living in residential sectors were provided with drinking water, roads, power supply,
shopping and health centers, 70 schools, 910-bed Bokaro General Hospital and an Occupational Health Services Centre, with modern facilities within the plant premises. But the nearby Joshi colony, housing more than 4,000 families of dalits and adivasi contract workers, did not have water and electricity supply, functional schools, primary health centre and grocery shop. Temporary and contract workers were engaged in hazardous activities without any protective gear, were not covered under medical insurance and did not enjoy the basic right to organize. The union leaders apprehended threat to their life. One of them was shot dead by unidentified assailants in broad daylight for organizing contract workers and leading them in a series of struggles under the banner of Bokaro Steel Mazdoor Union.

Breman and Shah (2004) documented the plight of the working class mill workers in Ahmadabad when the industries fell apart and the state showed total indifference to their plight. The narration made clear that the workers were not entitled to leave or medical benefits and did not have toilets or drinking water. The back-breaking work was done in an unhygienic environment. The male workers had to make their wives and children work in the mill to supplement the family income. When technology improved and wages increased, women were removed from work because of rationalization. Mill work took its toll of the workers' health and few were able to continue after 45 years of age. The mortality rate of child workers was high. None of the Executive Committee members of Textile Labour Association belonged to the working class. No one bothered to question why the mills stopped functioning. On failure to revive the mills, the workers fought to get their dues. While most got nothing those lucky enough to get compensation found the amount less than their expectations. The lives of the majority took a sharp turn for the worse.

Clerk (2005) established that employers of Star Paper Mills Ltd., Saharanpur resorted to arbitrariness while dealing with employees. After the death of a workman under unnatural circumstances, some workers who forcibly tried to enter the company premises were prevented from reaching the administration block. But the company terminated the services of Security Inspector S P Singh Verma. The Labour Court held the action of the management as illegal and unjustified and awarded his reinstatement. Also the Allahabad High Court held that the apprehension shown by the management that huge losses may have been caused to the company had there been any untoward
incident due to the forcible entry of such unauthorized persons appeared to have been blown out of proportions to justify their action of termination.

**Maritz Research (2005)** conduced Maritz Poll survey in October 2005. It featured responses from 1,002 full-time employees (502 male, 500 female) aged 18 years to plus 65 years from throughout the United States. The survey compared companies’ reward practices to employee preferences and found that managers have a lot to learn about employee recognition. Results showed a significant gap between how employees were currently recognized in the workplace and how they actually wanted to be recognized. The study revealed that employees satisfied with their recognition program are 11 times more likely to be satisfied with their jobs than those who were not completely satisfied with their recognition programs, 7 times more likely to spend the rest of their career with that company, 7 times more likely to market the company to others as a great place to work, 6 times more likely to invest money in the company, and 5 times more likely to feel highly valued at their job. The study made it clear that recognition practices have to be improved across North American organizations.

**P. Bansal and O. P. Verma (2005)** in their research on ‘Human Resource Development Policies and Practices of Public Sector Undertakings: A case study of H. P. SC/ ST Development Corporation’ concluded that there should be well defined promotion policy to cover every employee. Majority of the employees were satisfied to some extent regarding the honesty of management, committee members. Their findings revealed that the transfer policy in implementation was vague. A need was felt to encourage the employees to confidence and faith so that they were able to put forth their problems and other facts frankly. Fairness in the performance appraisal system was satisfactory whereas the concerned employee was not intimated about the feedback of his performance.

**Rajasekhar and Anantha (2006)** analyzed the role of trade unions in helping women beedi workers to obtain statutory benefits with the help of data collected from 28 trade unions and 876 beedi workers from 4 districts in Karnataka. The study pointed out the mushroom growth of unregistered and spurious companies which are not covered under the statutory provisions governing beedi industry, encouragement of contractor systems by the established beedi companies, manipulation on the part of the manufacturers to
Chapter 2

Review of Literature

've convert' organized workers into unorganized workers. The paper showed that when workers in a particular industry are being increasingly unorganized, the role of trade unions in ensuring that there is collective bargaining of the workers will become either marginal or non-existent.

George (2006) in his editorial revealed the labour strikes incidents in Toyota Kirloskar Motors Ltd's motor-car manufacturing unit in Bangalore, Karnataka. The practices of the company aimed at hampering the unity of the workers. Except attendance and quality, other criteria such as teamwork, attitude, cost reduction, etc. used for performance evaluation could be manipulated by the supervisors. Promotions were based on loyalty to the management. Consecutive fall in performance resulted in termination of services. Stringent production organization and management practices coupled with precarious working conditions led to labour resistance. The management, with the help of the government machinery, police, local government bodies, and media manipulated the labour struggle and propagated discontent against the striking workers. The editorial concluded with the need to empower and support the unions through education and advocacy.

Menon (2006) through his cover story dealt with the residents of the Welcome Colony, one of the biggest jhuggi-jhopri (slum) clusters in Delhi where amidst the dirt, filth, stinking garbage, stood hutments of the garment workers. In this inhumane, unhygienic living conditions, they worked for the contractors/middlemen and owners of garment shops and factories. The story pointed out that though Gandhi Nagar is Asia's and one of the world's largest wholesale readymade garment markets, the payments made to the workers even in peak season, are meager. During the off-season, workers had to hunt for other options for survival. There are no hard and fast rules fixing the rates for the work done. There are no unions and self-help groups to support them. Employers adopted sourcing strategy and changed them at any time depending on the changing consumer moods and let the workers bear the brunt of the changes. The workers working conditions in the formal sector mills or in the informal workshops are decided by the attitude of their direct employers, retailers and marketers.

Sindhu (2006) accomplished a survey on 150 women homebased workers in Delhi and showed that they were engaged in the making of 69 distinct products. Results revealed that employers explored the possibility of
homebased work as expenses on building, electricity and social security measures could be saved while absence of unionization and collective bargaining helped them in profit-making. Absence of legislation added to the exploitation of the homebased workers. Being termed as 'self employed', they were denied recognition as workers. CITU contributed strongly to the trade union movement in the traditional homebased industry. The leaf plate makers in Andhra Pradesh, the agarbatti makers in Karnataka, the flower garland makers in Tamil Nadu, etc. have been organized. But the big MNCs and capitalists find ways to intensify the exploitation and prevent unionization. The workers were not aware as to which company they were working for. The government was also not ready to recognize the extent of exploitation in this sector and the need for a comprehensive legislation.

Tete’s (2006) editorial presents a very grim picture about the plight of the working Adivasi women whose only returns on their toil are hopelessly inadequate wages, loads of work, insult, rape, physical exploitation and even death. Neither considered woman nor worker, they are reduced to just a ‘thing’ from which work can be extracted and which can be exploited. These women are employed in unorganized sectors such as construction, brick kilns, daily wages, domestic work, farm work, etc. Even in organized sectors, such as mining and industry, they work as contract labour or temporary workers. They are treated as unskilled workers and are given work that involves physical labour, for which the wages are minimal. With automation, their services are the first to be terminated. The women workers are physically and economically exploited, regardless of whether they are 10 years old or 40 years old. The editorial ended by pointing out that if one believed the reports in newspapers, every third unmarried Adivasi woman, who is in the town or city for work, is at high risk.

Prasad (2006) examined the relationship between restructuring and privatization of the state owned Delhi Vidyut Board and adjustment of human resources required for the process and the effect it had on the employees. The study of 200 employees showed that employees of erstwhile DVB were not fully aware of the causes of reforms; they felt cheated at the hands of the trade union leaders and were unhappy with the union activities. The study indicated improvement on technical grounds, increase in workload, deterioration of working conditions and negligence of safety aspects. Many employees were of
the view that the new management would not stand to its commitment of providing retirement and social benefits, and that the government would alienate itself leaving them in darkness.

Rajalakshmi (2006) pointed out the ILO’s report on ‘Labour and Social Trends in Asia and the-Pacific’ according to which unemployment among the youth is not worrisome in comparison to the deteriorating working conditions. The most important finding is that there has been a rise in wages, especially in the manufacturing sector, but the increase has not been commensurate with labour productivity. The study of the labour and social trends is considered essential as increased productivity failed to translate itself into shorter working hours, better conditions and better bargaining power. The level of unionization has been on the decline and making their voices heard has becoming a challenge for workers. The report says that workers in ‘developing Asia’ still put in considerably longer working hours than most of their counterparts in the rest of the world.

Zaidi (2006) in her article ‘Killer mineral’, presented ill-effects of the ‘magic mineral’ accused of being the killer. As per the article, the report of the Committee of Technical Experts set up by the Supreme Court to investigate the health of workers at the ship-breaking yard at Alang, Gujarat pointed towards the need to ban asbestos. The committee found 16% of the workers suffering from asbestosis, a progressive disease of the lungs having a latency period of anywhere between 20 and 35 years. The author pointed out India’s commitment to phasing out the mining of asbestos, described as the number one carcinogenic substance in the world by the ILO. But India has ignored the ILO’s call for a global ban on asbestos. The author also mentioned that in 2004, the Occupational Health and Safety Centre, Mumbai, conducted a study among workers of Hindustan Composites, Ghatkopar. 22% of those surveyed were found to suffer from asbestosis.

Subramanian (2006) in his report on National Child Labour Project pointed out that in April 1995; a district-wide child labour census was initiated with financial assistance from UNICEF and the help of 10,000 volunteers of Arivoli lyakkam (Literacy Campaign). The door to door survey covering 7 lakh households revealed that the district Vellore had 15,421 child labourers, of whom 7,511 were engaged in hazardous occupations. It also found that child labour is most rampant in the beedi industry. Many instances of bonded labour
were present where parents pledged their children to beedi contractors for money that would meet family expenses. These children toiled in beedi mandis for 10 to 14 hours a day with only a break for lunch.

Sharma (2006) examines the impact of industrial relations between employees and employer in Indian Oil Corporation. The study concentrated in the Mathura Refinery Unit of IOC showed that the union was efficient to represent the employee's problems to the management. Employees were satisfied with the prevailing working conditions, organizational climate and the set up for prevention and settlement of industrial dispute. The means of education and training the employees were effective. Co-ordination existed between the union leaders and management to maintain good industrial relations in the organization. Facilities for education of the children of the employees were provided. Employees were paid productivity linked incentive on the basis of the performance of their units.

Saini's (2007) paper discusses about the declining state of labour power in the private sector in the contemporary economic environment and the challenges that unionism faces in this regard. The formulations are built on a case study of Honda Motorcycle and Scooters India Ltd., Gurgaon. The case narration clearly shows the management's keen concern for union avoidance and commission of many unfair labour practices which were well within the knowledge of state agencies. The paper concluded that in order to safeguard their interest in the coming times, unions have to redefine their structures and role, adopt more thoughtful methods of their acceptance by employers, workers and the state and must support initiatives in the organizational interest but must also remain cautious and firm on resisting labour exploitation.

Srimannarayana (2007) presented his paper titled 'Human Resource Development Climate in Dubai Organizations' in the European Applied Business Research Conference held in Athens, Greece in June 2005. His study is based on the responses of 216 executives working in different industries located in Dubai. The study pointed out that the employees took the training sponsored by their employers seriously and the mistakes made by them were treated with understanding by the supervisors. But impediments such as lack of clarity on career opportunities, lack of mechanisms to reward good work done, absence of employees' welfare, no help for people who lacked competence, etc. existed. The study concluded that the top management should adopt human resource
philosophy and affirm that employees can be developed at any stage of their life. Appropriate personnel policies and procedures should be put in place.

**Vadhel's (2007)** article based on the study of seasonally migrating 200 fisherwomen workers from Junagadh to the fish processing units in Okha and Jakhua in Gujarat tried to understand the causes of their migration, the issues and problems faced by them in terms of working hours, wages, working condition, facilities provided at work place, living conditions, and economic status. The study observed exploitation of these women in terms of low wages, long working hours, pathetic living conditions, facing work-related hazards and falling prey to skin diseases due to absence of protective measures. Most of them were not covered under ESI. Blatant violation of provisions by the employers was the rule followed in connivance with local regulatory authorities. Majority had not even heard of laws related to labour safety and minimum wages. The study recommended awareness of various labour laws & welfare provisions, availability of alternative employment avenues for women workers on a regular basis, etc.

**Katuwal and Randhawa (2007)** attempted to measure and compare the job satisfaction of workers in the public and private sector textile factories in Nepal. The analysis of the data collected from 372 workers revealed that on an average, monetary benefits, employment policies and behavior of the management towards the workers are the issues where the workers become dissatisfied. Workers in both the sectors were similar in their perceptions and showed a negative leaning towards the facets of job. Facets of job like physical working conditions, supervision, wages, etc. had equal importance in contributing to the degrees of job satisfaction of the workers in both, the sectors. The study concluded correction of all the insufficient facilities and benefits provided to the workers, policies of employment and behavior of management before the patience of the worker runs out and leads to chaos in the organizations, hampering the progress and prosperity of the enterprises.

**Vasanthagopal and Venugopalan's (2008)** study assesses the nature and causes of disputes by administering structured interview schedules to 140 and 286 employees from the public and the private enterprises respectively in Kerala. The perceptions of the employees revealed 'Wages and allowances' as the first cause of the disputes followed by 'Bonus' and 'Workload' in the private sector. 'Wages and allowances' were also the first cause followed by 'Other
factors' and 'Violation of agreement' in case of the public sector. 'Picketing' is the main type of strike in public sector while 'Stay away strike' and 'Token strikes' were generally used in private sector. 'Reasonable demands' and 'Unity of workers' were the most important reasons for the success of strikes in both the sectors and 'Non cooperative management' and 'Disunity of workers' were the main reasons for the failure of strikes.

*Labour file News Service (2008)* pointed out the dramatic turn that followed the unexpected protest on October 15, 2008 by the probationers of the Jet Airways, including the cabin crew and ground staff, when the Chairman's conscience pangs resulted in withdrawing the retrenchment order of 1,900 staffers of the airlines. The management had issued order to retrench 800 cabin crew followed by termination notices to another 1,100 employees in order to protect the employment of 11,100 jobs. Work was disrupted because the agitating staff did not allow the sale of tickets and even tried to stop the cabin crew from entering terminal-1A. The serving employees were in a fix as to whether they should express solidarity with their former colleagues or quietly continue in their jobs. Majority of the retrenched employees had even expressed their willingness to work even for a basic salary of Rs 10,000 and without any flight allowances.

*Srimannarayana (2008)* made a study to assess the extent of HRD climate by collecting information from 1905 employees working in 42 organizations covering manufacturing, service and IT sectors in India. The study found that the HRD climate was only moderate with manufacturing sector having a better climate in comparison to other sectors. The factors contributing to this situation seemed to be dissatisfaction of the employees on the basis of promotion decisions, lack of readiness on the part of the top management to invest considerable part of time and resources for employee development, lack of enough information to employees on career opportunities in organizations, etc. On the positive side, the study found that employees are helpful to each other and learn seriously from the training programmes sponsored for them.

*The Chernobyl accident (2008)* at the nuclear power station (Ukraine) in the Soviet Union was the worst in the history of nuclear power generation. On April 25–26, 1986, technicians attempted a poorly designed experiment, causing the chain reaction in the core to go out of control. The reactor's lid was blown off, and large amounts of radioactive material were released into the
atmosphere. A partial meltdown of the core also occurred. A cover-up was attempted, but after Swedish monitoring stations reported abnormally high levels of wind-transported radioactivity, the Soviet government admitted the truth. Beyond 32 immediate deaths, several thousand radiation-induced illnesses and cancer deaths were expected in the long term. The incident set off an international outcry over the dangers posed by radioactive emissions.

_Ghosh (2009)_ produced numerous important dimensions of women's work in contemporary India. Examination of the wage-paid work done by the women employed in the private sector, employed by the state and in self-employment, the role of migration and the huge amounts of unpaid work done by the women folk has been carried out. She pointed out that the home-based sub-contracting activities or work in small units often on piece rate basis, poorly paid and having no known non-wage benefits have probably substituted to some extent the standard form of regular wages. She has given indication towards the reduced economic and social bargaining power of women as workers. She observed that the recent trend of the Central and the State Governments has been towards eliminating permanent jobs for the contract based employment on such terms that are unfavourable to the workers. The ending had a hope that vibrant women's movements will help address the issues of exploitation of women in all forms of labour in contemporary society.

_Shankar (2009)_ through India Today's Seventh State of the States Report reveals that Himachal Pradesh has been best in Education, Health, Macro Economy and Investment. Better fiscal management and realization of the role of education in economic growth have helped the state to maintain its position in the top five since 2003. Improved budget management and exemptions in excise duty to attract multinational investors have helped the state boost investments. Perhaps the first hill state to realize the importance of infrastructure, Himachal Pradesh is reckoned as the most impressive model development in India. For a state that walked he path of development and industrialization far later than its neighbouring states, Himachal Pradesh has done fairly well and has set high standards for itself for the future.

_Dorairaj (2009)_ in his article related to industrial safety cites the example of the explosions at the three licensed and two unlicensed fireworks units in and around Sivakasi, in Virudhunagar district which brought to the fore various irregularities, illegalities and inadequacies in the fireworks industry in
Tamil Nadu. These events left many people dead; several injured and ripped apart the claim of the authorities that safety norms are strictly adhered to in the industry. He found the labour union functionaries to be of the view that though the management took care of the medical expenses of the injured workers, they were left high and dry after getting discharged from hospitals. Only one-third of the workforce was able to get statutory benefits such as Employees' State Insurance or Provident Fund. Further, the trade unions alleged absence of basic requirements to control fire or prevent pollutions. Many labourers had switched to the illegal sector as inadequate wages were offered by the contractors attached to the licensed units.

Sharma, Rajwanti and Sharma, Jaipal (2010) evaluated the efficiency of human resource management with reference to recruitment, selection, training, promotion procedure and management staff relationship in the Haryana Tourism Corporation. The sample survey covering 218 employees revealed that majority of them were satisfied with the recruitment policy and the selection procedure. Training was provided to the field staff only with majority of them not being satisfied with the training given. An atmosphere of general discontentment prevailed among employees over the promotion policy of the corporation. 62.84 percent employees expressed their dissatisfaction about the present pay scales. The management discouraged participation of the employees in union activities by transferring the active participants to remote areas or by transferring them from one place to another frequently. There was no workers' participation in management. The relation of the employees with the management was not so cordial.

In short, the review of literature encompass that some studies have been carried out on the international level related to closure of the industrial units and retrenchment of workers by Anowar (2003) who found the working people helpless in the absence of an organized movement of resistance. Maritz Research (2005) compared companies' reward practices to employee preferences and showed a gap between how employees were currently recognized in the workplace and how they actually wanted to be recognized. A study of ILO's report by Rajalakshmi (2006) pointed out the unemployment among the youth not being worrisome in comparison to the deteriorating working conditions and that the level of unionization has been on the decline. Dr. Srimannarayana (2007) studied human resource development climate and
found that the employees took the training sponsored by their employers seriously and required the top management to adopt human resource philosophy. Katuwal and Randhawa (2007) compared the job satisfaction in public and private sector industries and revealed monetary benefits, behavior of the management towards the workers, etc. to be the issues where the workers become dissatisfied.

Some important points have materialized from the foregoing appraisal of related studies that have been conducted in different parts of the country. The different studies on HRD and the implementation aspect of the various labour laws carried out in India present a little by little description of its variety dimensions. Various researchers have examined the personnel problems, policies, practices, etc. Bajaj (1976) observed existence of master-servant relationship in employer-employee relations and found the employers taking little interest in providing training to the employees. Sharma, Rajwanti. and Sharma, Jaipal (2010) stated the employees were satisfied with the training provided to them but were dissatisfied with the promotion policy, present pay scales and the not so cordial relationship between the management and the employees. Wani's (1989) study made it clear that the personnel management system provided least benefits to the workers. Jan (1991) revealed lack of statutory welfare amenities and failure of worker's organizations in making such provisions. Choudhary (1992) highlighted the fact that the provisions for welfare activities and safety measures were inadequate and that the policy of promotion of employees existed in theory only. Ramana and Bhsha's (1999) study observed majority of the employees to be dissatisfied with family oriented perks and under the dilemma about the method of salary fixation. Bansal and Verma's (2005) findings revealed the transfer policy in implementation to be vague and fairness in the performance appraisal system to be satisfactory.

Studies in the field of labour welfare policies, practices and problems faced by various industries have been carried out by few eminent scholars. Rawat (1988) pointed out that all the efforts in the direction of improving the well-being of the toiling workers cannot do well as long as the workers lacked legal knowledge and remained ignorant of their rights. Mathur's (1991) findings pointed out the failure of the Joint Management Councils to give results and that the workers had to face high risks and hazards in the sphere of their
working. Goyal (1995) revealed positive relationship between the level of satisfaction and implementation of various labour welfare measures. Jha (2003) in his survey pointed out tremendous pressure on permanent workers to take voluntary retirement and payment of commission by the contract workers to the middleman for getting employment.

The line of investigation for the matters related to the working conditions and the safety of the employees has been dealt with by some intellectuals. Raka (1980) revealed low wages been given to the respondents and found them dissatisfied with the physical atmosphere. Banerjee (1986) revealed the Bhopal gas walk shifted the city and its people and that the safety standards in the country were unsatisfactory. Abdi (2004) pointed out that the workers were paid low, were not provided with systematic training and carried on the ship dismantling work with insufficient protective gear. Zaidi (2006) presented ill-effects of the 'magic mineral' accused of being the killer and pointed out India's commitment to phasing out the mining of asbestos.

Industrial relations have been the choice for several academicians. Gani's (1991) study found the workers working in standing positions in poor lighting, ventilation, cleanliness and exposed to undesirable dust, fumes, etc. Koshal's (2003) struggle notes speaks about the long strike called by workers of the Bagliar Hydro-electric Power Project against the retrenchment of co workers. Jyoti (2003) found the work stoppages lasting for longer duration and the use of lockouts as a powerful weapon to counter the organized power of workers. Giri and Das (2003) found the government's response lukewarm towards the genuine problems of the workers. Joshi (2003) revealed that the adoption of the policy of economic liberalization, privatization and globalization resulted in shifting of the State's arm in favour of the employers as against the employees. Clerk (2005) confirmed that the employers resort to arbitrariness while dealing with its employees. George (2006) lays bare that the practices of the company aimed at hampering the unity of the workers and that the promotions were based on loyalty to the management. Sharma (2006) showed that the employees were satisfied with the prevailing working conditions, organizational climate and the set up for prevention and settlement of industrial dispute. Vasanthagopal and Venugopalan's (2008) study revealed 'Wages and allowances' as the first cause of the disputes followed by 'Bonus' and 'Workload' in the private sector.
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There have been certain studies that dealt with the plight of the female workers. Rajasekhar and Anantha's (2006) analyzed the role of trade unions in helping women beedi workers to obtain statutory benefits. Sindhu (2006) accomplished a survey on homebased women workers engaged in the making of 69 distinct products not being aware as to the company they were working for. Tete's (2006) editorial presented a grim picture about the working Adivasi women whose returns on their toil were inadequate wages, loads of work, physical exploitation and even death. Vadhel (2007) tried to understand the causes of migration by the fisherwomen, the problems faced by them in terms of working hours, wages, working conditions, facilities provided at work place, living conditions, and economic status.

Much of the studies undertaken by the researchers have been based on primary data collected by means of questionnaires or by administration of schedules to the respondents. Interview as a research tool, too has been commonly used in the process of extracting information from the respondents. Further, majority of these studies have been conducted in States other than the State of Himachal Pradesh. Yet the implementation aspects of the labour laws and its effect on the development of human resource have so far been dealt with scantily. Moreover, a study linked with the theme of actual implementation of labour laws in different industries in respect of the State of Himachal Pradesh has not been carried out till date. The present study can be well thought-out as one among the many bricks that will be vital to bridge the space between research requirements and research efforts made so far.

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