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Literally, harmony is a state of agreement in feeling, interests, opinions, understanding, cooperation, etc. At macro level, industrial harmony stands for agreement in feeling, understanding; Co-operating, unity and place among management, workers, Trade Unions, competitors, government and society. It is the pleasing combination of above related elements. At micro level, management; workers and Trade Unions are internal variables whereas competitors, Govt. and society are external variables of industrial harmony.

(A) Rationale for Industrial Harmony:

Any developmental efforts would be inadequate and their impact in the organisational growth and development will be marginal unless the development efforts are directed to cover all sections. Even the most developed managers would find it difficult to achieve corporate objectives in the company of stagnant, alienated and demotivated work force. If competent and qualified managers could alone run the organization, workers would not have been needed.

In any organization, workers constitute 70-80% of the workforce. If the organisational efforts are directed to develop this resource to unleash, the latent potential in them the organisation will bloom with energy leading to pleasant workers management
Several development having long term consequences of industrial harmony are taking place which require increasing attention to develop the workers.

(B) Changing Profile of working class:

The modern worker is no more a dumb entity. Today he is more articulate, demanding and knowledgeable. If the potential of modern worker is allowed to be developed, he is capable to graduating to new positions requiring better application of his knowledge and skills. Conversely, if he is neglected and alienated, he can prove to be a big social liability.

Modern industrial worker is today much better compensated than, perhaps, his breathe in other sectors. But his needs are now changing. Together with this, the new worker has desire to have a say in organisational matters. The continued political pressure for worker's participation in management is an additional factor, which should require an organisation to focus on developing around capabilities in workers, which enables them to participate meaningfully in the matters concerning them.

(C) Technological change:-

The Technological changes are forcing organisations to adopt new structures and to adopt new environment obsolescence of certain to be due to technological upgradation with make it irrespective for organisations to prepare workers with new skills and
attitudes to cope with changes. Recent spurt in computerisation calls for training, retraining and job shifting for workers. They also need confidence to adjust to technological revolution in view of confused talks about workers’ future in a new technological context.

Apart from this; organisations must find ways to put the whole person in the job so that work and life are related more meaningfully. In this context, it should be recognised that money alone is an insufficient motivator and work must be viewed with a sense of satisfaction.

(D) The Host of factors affecting industrial Harmony:

Balancing the internal factors and external factors to maintain the industrial harmony is rather difficult but not impossible.

All these variables invariably present threats to industrial harmony especially in a democratic country like India. Because people have educated themselves about the fact that without their efforts industry cannot stand forth.

Triangular internal factors-Management, workers, and Trade Unions define the industrial relations (I.R.) and depicts the scene of
internal industrial harmony. Traditionally, industrial relations in India is equated with Collective Bargaining, Interpretation of rules, labour laws, court cases, problem of discipline, etc. Terms like conflict, power, litigation and legislation are often used in describing Industrial relations which are often seen as environmental constraints and which limit the ability of organisation rather than provide an opportunity to develop collaborative problem solving relationship. There are so many mistakes about I.R. that is often relegated to a specialist as his role presence.

The I.R. (Industrial Relations) suffer from lack of planning, absence of policies and strategies and short of any long term perspective.

Little wonder that I.R. is more or less seen as an Industrial Harmony nuisance. The fact of the matter, however, is that the continuous neglect of I.R. function by corporate top management and planners have only erected more problems for them. Problems of Indiscipline, deteriorating work culture, emergence of restrictive practice; flouting of authority, coercion and black mailing by unions is now the stuff of I.R. in India.

For too long employees have been considered as property of unions and this; perhaps has presented employees to build communication policies and strategies, encouraging individuals in attaining their goals, unleashing potential of individuals and in general building employee oriented personnel policies.
This has only provided raw materials to I.R. system in terms of unresolved grievances, employee apathy, etc.

(E) **Emerging Public Sector:**

In a developing country like India, Public Sector has come into being as a major instrument of economic and social transformation. Public sector seeks to achieve the commanding heights of our national economy. A major challenge to Industrial Harmony in Public sector is the heterogeneous composition of work force in so far as their education, exposure and work attitudes are concerned. The population 'Mix' of workers category comprise workman from socially disadvantaged groups, women and other category like physically handicapped and representations from religious minority groups. It becomes more significant how to maintain harmony as each group has its own assumption about the other and biases and prejudices based on consideration of caste, sex, language and religion calls for much more integrated effort to create cohesion in the work force.

(F) **Management Mechanism to maintain Industrial Harmony:**

(At Organizational Level)

Management may play vital role in harmonising work force. Approach may be from individual development to organisational development. Need based skill and Behavioral development of an individual approach may be positive attitude towards Internal Industrial Harmony. Management applies the following traditional ways for the achievement of the aforesaid objectives.
(i) **Training:**

Training is an important mechanism for workers' development by management. For overall development and growth of workers, the direction of training effort needs to be focused not only on job skills, but also inter-personal skills, collaborative skills, and team building skills. Besides this, skills in problem solving and self-management are also required. Routine training programmes for upgrading only technical competence of workers have limited value for overall growth and personality development of the workers. Government of India in 1957 formulated a scheme for worker's education with the objective of developing strong and more effective trade unions through better-trained officials and more enlightened members.

The effort in training has to be basically an institutional effort, depending upon the actual training needs of workers in the technological context of a particular industry. More often, it is presumed that technical training by itself will create all-round competence amongst workers but that would be taking a narrow view. Behavioural training is equally important to develop interpersonal skills and also skills to help them in improving the quality of their life in general. Some Indian companies have done excellent work in this area, particularly Petrofils (Baroda) where efforts are commendable in this regard.

(ii) **Counseling and Mentoring:**

The word mentoring has its origin in Greek mythology.
Odysseus, when going on a long 10 year Voyage, left his house and his son Telemachus in the care of an old man named Mentor, who not only helped the boy to become a competent young man, but also on one occasion saved his life. This relationship became a model and came to be known as mentoring. The concept of mentoring relates to emotional support, support and guidance given by usually an older person to a younger one who is called a Protege.

Levinson et al (1978) have contributed the most to the understanding of the mentoring process. Levinson's concept of a mentor includes being a teacher, sponsor, counsellor, developer of skills and intellect, host, guide examplar, most importantly supporter and facilitator in the realisation of the vision the young person has about the kind of life he wants as an adult. Mentoring integrates characteristics of the parent - child relationship and peer support without being either.

**Objectives of Mentoring:**

The main purpose of mentoring is to provide opportunity to young people to share their concern and get both moral support and guidance for their development.

It involves the following:-

1. Establishing a relationship of trust.

2. Modelling Behavioural norms for the young person.
3. Listening to the personal and job concern of the young person.

4. Helping him to search alternative solutions for the problem.

5. Sharing own relevant experiences.

6. Responding to his emotional needs.

7. Develop long-lasting personal and informal relationship.

The young employee above need's to develop trusting and supportive relationship with his/her immediate supervisor, who can help the former to set challenging task, goals; support him/her to achieve them help him/her to analyse why she/he could not have higher achievement in future. This process is called "COUNSELLING\(^1\) or coaching or performance review which can be defined as help provided by a supervisor to the subordinates in analysing their performance and other behaviour on-the-job, in order to improve their performance while mentoring is concerned about the general development and psychological well being of a person; Counselling focusses on the analysis of performance on the job and identification of training needs for future improvement.

**Objectives of Counselling:**

Developing the employee is the main purpose of counselling. It involves the following:

1. Helping the employee to understand himself, his
potential, strength and weakness.

2. Presenting ample opportunity to acquire more insight into his behavior and recognising the dynamics of his behaviour.

3. Helping him to have better understanding of the environment.


5. Motivating him to set goals for further improvement.

6. Helping him to take right decisions through alternative evaluation process.

7. Creating a pleasant atmosphere by sharing and discussing his tensions; conflicts, concerns, and problems.

Process of Counselling:

Counseling helps the employee to grow and develop in the organisation. It requires understanding the employees' strengths and weaknesses and helping them to grow to improve further on the strong points and overcome weaknesses. The process of counselling involves the following steps.

1. Rapport Building:

Rapport building phase involves generating confidence in the employee to open up and frankly share his perceptions, problems,
concern, feeling, etc. It can be done in the following ways:-

A. **Attending:**

General opening ritual may communicate messages of attending to the counselled and give importance to the counselling transaction.

Tricks offering the chair; closing the door to indicate privacy, asking the secretary not to disturb, asking the secretary to attend the telephone calls outside, etc.

B. **Listening:**

It is important to listen to what the employee says, as well as to his feeling and concern.

Tricks- physical posture (leaning forward) keeping eye contact, etc.

C. **Acceptance:**

The employee must feel that he is wanted and his counsellor is interested in understanding him as a person rather than as a role or a position in an organisation.

Tricks- Paraphrasing, feeling, sharing etc,\(^2\).

**Exploration:**

A good counsellor must help the employee to understand his own situation, strength, weakness, problems and needs.
A. **Exploring:**

Exploring can be done by using questions and suggesting to the employee to talk more on a problem he mentioned.

B. **Problem Identification:**

It is necessary for the counsellor to use questions both to generate information on some concern and problems, and to narrow down focus to identify a more probable problem.

C. **Diagnosis:**

Exploration must lead to the diagnosis. The main attempt should be to generate several alternatives causes of a problem.

3. **Action Planning:**

Identifying a training need, job-rotation, sponsoring for further training, increased responsibility, role clarification etc. Are some of the likely outcomes in such action planning. Three sub-phases can be identified in action planning.

A. **Searching:**

This phase includes the help to the employee in thinking of alternative ways dealing with a problem. In addition to brain storming such alternatives, the counsellor at a later stage can also add to the list of alternatives for further exploration.
B. Decision Marking:

The counsellor may help the employee to assess advantages and disadvantages of each alternatives.

C. Supporting:

The final and crucial stage of counselling is to communicate support and plan for such support in implementing such action plan. Psychological contract of providing help in further increasing autonomy of the employee and not his dependence on the counsellor. Design and monitoring the action plan and needed followup may also be prepared.

**Human Resource Development Approach:**

Human Resource development is like a flower in bloom to be experienced and difficult to describe. Behind performance are individuals and behind results are people.

H.R.D. has been widely accepted as one of the most effective tools for over all development and maintaining the industrial harmony. Now in India most of the developing organisation have either opened a separate H.R.D. department or in process of opening it.

H.R.D. Experiences of Public and Private sectors to maintain Industrial Harmony.

1. Larsen and Turbo Ltd (L & T)
2. State Bank of India (S.B.I.)
3. Indian Oil Corporation (IOC)
4. Eisher Motor Ltd.
5. Textile Labour Association (H.R.D. role by a Union)