CHAPTER: 9
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SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

9.1 Introduction

Industrial relations are the relationship between the employees and employers within the organizational setting. Industrial relations are basically the interactions between the employers, employees and the government and the institutions and the associations through which such interactions are mediated. From this perspective, industrial relations cover all aspects of the employment relationship, including the Human resource management, employee relations, and union management relations. Accordingly, industrial relations pertain to the study and practice of collective bargaining, trade unionism and Labour management relation, while the human resource management is a separate, industrial relations also include the process through which these relationships are expressed (such as, collective bargaining, workers participation in decision making and grievance and dispute settlement) and the management of conflict between employers, workers and trade unions, when it arises.

Three main parties are directly involved in industrial Relations. Employers: employers possess certain rights visa-a -vies labors. They have the right to hire and fire them. Employees: workers seek to improve the terms and conditions of their employment. They also want to share decision making power of management. Government: the center and the state govt. influence and regulate industrial relations through laws, rules, and awards of court at the Labour and tribunal courts.

The most important benefits of Industrial relations are that this ensures continuity of production. This means, continuous employment for all from managers to workers. Good industrial relations reduce the industrial disputes, strikes, lock outs, go slow tactics, gherao and grievances are some of the reflections of the industrial unrest which do not spring up in an atmosphere of Individual peace. They help promoting cooperation and increasing production. Good industrial relations improve the moral of the employees.
Every worker feels that he is a co-owner of the gains of industry. Good industrial relations are maintained on the basis of cooperation and recognition of each other. It will help in increase production. Wastages of man, material and machines are reduced to the minimum and thus national interest is protected. Thus it is evident that good industrial relations are the basis of higher production with minimum cost and higher profits. It also results in increased efficiency of workers. If the twin objectives of rapid national development and increased social justice are to be achieved, there must be harmonious relationships between management and labors.

The present study has been undertaken to assess the Determinants of Industrial Relations in Automobile Industry in Haryana, industrial relations in the private enterprises in Haryana. In particular, it attempts to assess the working condition and occupational life, contribution of trade union, effectiveness of collective bargaining and worker participation in management, wages and social security measures. The attitude of respondents to the performance of the dispute settlement machinery is also included under the purview of the present study. The assessment has been made by taking the perspective of employees, trade union leaders and management personnel. However, the main focus of the study is the employees. Although there are 37 private enterprises functioning in Gurgaon, the study covers only five medium and large scale manufacturing/trading units in the private sector employing more than 500 or more than employees. The present study is directed with the following objectives:

1. To know the socio-economic life of the employees in Automobile Industry in the area of study.
2. To examine the working conditions and occupational life of Automobile workers to maintain Industrial relations.
3. To evaluate the contribution of trade unions to maintain Industrial relations in Automobile Industry.
4. To assess the effectiveness of collective bargaining and role of worker’s participation in management in promoting harmonious Industrial relations in Automobile Industry.
5. To study the wages and social security measures provided by the employers to maintain Industrial relations in Automobile Industry.
III. Research Methodology

A. Population: Automobile Industry in Gurgaon (Haryana)

B. Sample Size and its selection

The sample for the study (i.e., workers, trade union Leaders and management personnel) has been selected at random from the selected private enterprises covering five industries (1. A.G. Industries Pvt. Ltd. 2. Suzuki Motorcycle India Pvt. Ltd. 3. FCC Rico Ltd. 4. Omax Autos Ltd. 5. Rico Auto Industries Ltd.) of the state of Haryana.

i. Selection of Sample Units

In Gurgaon (Haryana) there were five private sector manufacturing/trading units under medium and large scale category as on 31.3.2012 (The list of the units are given in table). 7 per cent covering the five industries have been selected at random for the detailed study, i.e. one unit from A.G. Industry, One from FCC and One from Omax and Fourth from Rico and Fifth from Suzuki. 7 per cent covering the five industries have been selected at random for the study, i.e. (Table 3.1). The details of the units selected for the study are given in table.

ii. Selection of Sample of Employees/Workers

Stratified random sampling has been used for selecting the sample workers. In the first stage each sample unit is stratified into different departments. Then 7 per cent of the workers working in each department are selected at random for the intensive study, i.e. 7 per cent of the total workers working in each unit have been selected. Total employees in the selected units of the private sector are 3585. Of these, 7 per cent has been selected, i.e. 250. In the case of selected private sector units total employees are 3585. Out of this, 7 percent i.e. have been selected. Thus, the total workers selected are 3585. Workers for the sample include different categories of skilled, semi-skilled and unskilled workers.

iii. Selection of Sample of Trade Union Leaders

Stratified random sampling has also been used for selecting the sample trade union leaders. In the first stage, trade union leaders belonging to different unions have been selected. Then 14 per cent of the trade union leaders in each union are selected at random for the study, i.e. 14 percent of the total union leaders working in each unit have been
selected. In the case of selected private sector units, of the total 180 trade union leaders, 14 per cent, i.e. 25 have been selected (Table 3.3). Thus, the total trade union leaders selected for the study are 25. The sample trade union leaders include office bearers of the approved trade unions.

iv. Selection of Sample of Management Personnel

Simple random sampling has been used for selecting the sample management personnel. 14 per cent of the management personnel have been selected at random from each sample unit. In the case of selected private sector units, of the total 182 management personnel, 25 have been selected (Table 3.4). Thus, the total number of management personnel selected is 25. The sample management personnel include top management personnel, functional managers, and supervisory staff. Both primary and secondary data were used for the study. The primary data were collected from workers, trade union leaders and management personnel by using structured interview schedules. Separate interview schedules were used for workers, trade union leaders and management personnel. The copy of interview schedules used is given in Annexure I, II and III respectively. The secondary data for the study were collected from the sample organizations, Office of the Labour Commissioner, Chandigarh, Labour Bureau, Shimla, books, periodicals and reports.

The data collected were classified in order and suitably analyzed keeping in view the objectives set for the study. For the purpose of analysis, statistical tools such as averages, percentages, ratios etc.

C. Hypotheses

Considering the objectives, the following hypotheses have been formulated:

H_{01} There is positive impact of socio-economic life of employees on the Industrial relations.

H_{02} There is positive impact of working conditions and occupational life on the industrial relations.

H_{03} There is positive impact of trade unions on the Industrial relations.
There is positive impact of collective bargaining and worker’s participation in management on Industrial relations.

There is positive impact of wages and social security measures on industrial relations.

Findings of the Study

The major findings of the study on the basis of the analysis of the data are summarized below.

**Section A: The socio-economic life of the employees and its impact on Industrial Relations**

**1. Age Wise:**

A. *Workers:* The age composition of the automobile workers shows that the highest percentage i.e. 59.4 percent in the age group of 21 years to 30 years, followed by 21.1 percent 21 years, 15.2 percent of them 31 years to 40 years and 4.0 percent above 40 years. The job of automobile worker requires stamina and energy to give good output and productivity. It was evident from table 4.1 that majority of the respondents were young in age which also indicates that the workers did not stay for a long in automobile industry.

B. *Trade Union Leaders:* The age composition of the automobile Trade union leader shows that the a good number of respondents percentage 48.00 were coming of them are in the age group of 31 years to 40 years, followed by 36.0 percent were up to of age 30 years and 16.0 percent of respondents were coming above 40 years of age. It was evident from analysis of the data that table 4.1 that majority of the respondents were 40 year of age. Which shows that in automobile industry requires younger person. Those have more stamina and energy to provide good output and productivity because the trade union members were twenty four hours for the trade union members. Therefore the study explored the very surprising facts that now the trend of young leaders are emerged in spite of aged leaders.

*Management Personnel:* The age composition of the automobile workers shows that the highest percentage of them were in the age group of 31 years to 40 years (44.0 percent)
followed by 40.0 percent 30 years and 16.0 percent above 40 years of age. The job of automobile worker requires stamina and energy to give good output and productivity. It was evident from table 4.1 that majority of the respondents were middle in age which also indicates that the Management Personnel were stay for a long compare to workers in automobile industry.

2. Gender Wise:

A. Workers: Table 4.2 shows that majority of the respondents (98.00 percent) were male and rest (2.00 percent) were female. It was clear that automobile industry was dominated by male members whereas a lot of scope of work for female in this sector is still there. The female employment trend in automobile industry is increasing because of the amendments in labour laws with regard to the female workmen. Now the working hours for females had been extended beyond 7pm, rather in some of the states, night shift working for females was also allowed. Table 4.2. Day to day but it was not still up to the mark due to so many socio, economic and culture suggestion the one hand, and country too it the other hand, the study another hand of women worker may be changed in positive way as there so many legal enactments had been enacted for the safety and social security and of women in India

B. Trade Union Leaders: Table 4.2 shows that majority of the respondents (100.00 percent) were male members of trade union and rest (0.00 percent) were female members in trade union. It was clear that automobile industry was dominated by male members whereas a lot of scope of work for female in this sector is still there. The female employment trend in automobile industry is increasing because of the amendments in labour laws with regard to the female workmen. Now the working hours for females had been extended beyond 7 pm, rather in some of the states, night shift working for females was also allowed and female did not take any interest as a member of trade union because leadership quality was disappear in their personality.

C. Management Personnel: The majorities of the respondents (92.00 percent) were male members of management personal and rests (8.00 percent) were female members in management personal. It was clear that automobile industry is dominated by male
members whereas a lot of scope of work for female in this sector is still there. The female employment trend in automobile industry is increasing because of the amendments in labour laws with regard to the female workmen. Now the working hours for females had been extended beyond 7 pm, rather in some of the states, night shift working for females was also allowed and female did not take interest in a job in personal management in private industrial sector because industrial job is very stuff and very far away from their house.

3. Marital Status:

A. Workers: The data on marital status of the respondent’s reveals that majority (50.6 percent) respondents were unmarried and 49.2 percent respondents were married, 0.0 percent widow and 0.0 percent divorced. From the table it was clear that majority of the respondents was unmarried. The researcher concluded that majority of the respondents was from rural background and in rural areas the marriages was done in the early stage of life and this is the reason that majority of the respondents was unmarried but there were very slight difference and on the other way, we can say that about 50 percent were married and 50 percent were unmarried.

B. Trade Union Leaders: Majority of 100 percent trade union leaders were married in automobile industry.

C. Management Personnel: The data on marital status of the respondent’s reveals that majority (92.0 percent) respondents were married and 4.0 percent respondents were unmarried, 4.0 percent widow and 0.0 percent divorced. From the table it was clear that majority of the respondents were married. The researcher concluded that majority of the respondents was from urban background.

4. Caste wise distribution

A. Workers: The table 4.4 indicates the caste vise distribution of the respondents of the area of study highest percentage (41.0 percent) of respondents were coming Backward Caste , followed by 32.8 percent were from Upper Caste and 25.9 percent respondents were from Schedule Caste. Thus, it was clear from the analysis of the data
that about 74.00 percent of the respondents were coming from backward and upper caste and only 25.9 percent of the respondents were coming from the scheduled caste. It may be due to non reservation policy in jobs of automobile industry of the schedule caste place of people still working in this respective birth village and as a landless agriculture labors and a very few were coming from scheduled caste due to no reservation policy, less literacy rate, less exposer and very less quality of leadership as per the population of the worker also.

B. Trade Union Leaders: The data analysis of the Table 4.4 reveals that majorly of the percentage (52.0 percent) of respondents were coming from General caste, followed by 40.0 percent were from Backward caste and only 8.0 percent respondents were coming from Scheduled caste. Thus, it was clear from the results which confirms the general observation and experience that an overwhelming majority of the respondents belong of general and backward caste. And a very few were coming from scheduled caste due to no reservation policy, less literacy rate, less exposer and very less quality of leadership as per the population of the trade unions leaders also.

C. Management Personnel: Table 4.4 reveals that highest percentages (88.0 percent) of respondents belong to Upper Caste, 8.0 percent were from Backward Caste and 4.0 percent respondents were from Scheduled Caste. Thus, it was clear from the table 4.4 that the person from Upper Caste and Backward Caste forms a major chunk of the workforce in the automobile Industry clearly stating that automobile workforce belong to lower social strata. Although a significant number of majorities of General caste people were also involved in jobs, which used to be considered for lower status and it was revealed by the respondents that there was discrimination based on caste and creed.

5. Religion wise distribution

A. Workers: The results of the study in the Table 4.5 shows that an overwhelming majority of respondents 92.8 percent were coming from Hindu religion followed by 4.8 percent were coming from Muslim religion and only 2.0 percent were coming from Sikh religion. There was not even single respondent coming from Christian other religion groups. India is a Hindu dominated country and 80.50 percent of the population was from
Hindu religion, according to the 2001 census and Muslims hold the second dominant position in India. The proportion of Muslims in this country is (13.40 percent), out of the total population of India; Sikhs constitute almost (2.3 percent). This was the reason for reflection of high percentage of Hindu in the present study and also because of the demographic profile of the place where the study area was located.

B. **Trade Union Leaders:** Table 4.5 shows that majority of respondents (100.0 percent) were from Hindu religion followed by 0.0 percent from Muslim religion and 0.0 percent from Sikh religion. India is a Hindu dominated country and 80.50 percent of the population was from Hindu religion according to the 2001 census and Muslims hold the second dominant position in India. The proportion of Muslims in this country was (13.40 percent), out of the total population of India; Sikhs constitute almost (2.3 percent). This was the reason for reflection of high percentage of Hindu in the present study and also because of the demographic profile of the place where the study area was located.

C. **Management Personnel:** Table 4.5 shows that majority of respondents (92.0 percent) were from Hindu religion followed by 4.0 percent from Muslim religion and 4.0 percent from Sikh religion. India is a Hindu dominated country and 80.50 percent of the population was from Hindu religion according to the 2001 census and Muslims hold the second dominant position in India. The proportion of Muslims in this country was (13.40 percent), out of the total population of India; Sikhs constitute almost (2.3 percent). This was the reason for reflection of high percentage of Hindu in the present study and also because of the demographic profile of the place where the study area was located.

6. **Education wise distribution**

A. **Workers:** Table 4.6 shows that the highest percentage of the respondents (54.20 percent) was 10+2 pass whereas 16.7 percent were Middle, 6.0 percent UptoPrimary, 3.6 percent literate but not going to school and 3.2 percent Post Graduation & Above. This shows that the majority of the respondents working in the automobile industry were 10+2 pass or above. The education level of the workers in automobile industry had gone up now because a fresh person was recruited with minimum 12th standard well to do official
work whereas majority of the workers used to be illiterate in automobile industry in earlier times.

B. **Trade Union Leaders:** Table 4.6 shows that the highest percentage of the respondents i.e. 44.0 percent was 10+2 pass followed by 28.0 percent were graduated. 16.0 percent were up to middle, which 8.0 percent and 4.00 percent of the respondents were Post Graduation & Above and 4.0 percent up to primary level respondents. Respective this shows that the majority (80 percent) of the trade union leaders working in the automobile industry were educated. While only one fifty of the trade union leader was having up to middle level qualification. It also experienced and observed by the researcher that almost president, secretary and treasurer were well educated. While the vice president and joint secretary were not well educated as the president and secretary was graduate of the any union. The education level of the workers in automobile was well.

C. **Management Personnel:** Table 4.6 shows that the highest percentage of the respondents (48.0 percent) was Post Graduation & Above whereas 36.0 percent were Graduation pass. 16.0 percent were 12th pass. This shows that the majority of the respondents working in the automobile industry were Post Graduation & Above pass. The education level of the management personnel in automobile industry had gone up now because a fresh person is recruited with minimum Professional and Higher level degree.

7. **Place of Living**

A. **Workers:** The table 4.7 reveals that about three-fourth majority i.e. 82.4 percent of the respondents were coming from the rural areas and only one-fourth i.e.17.6 percent of the respondents were coming from the urban areas. The study also confirms the belief and the fact that most of the employees were coming from the rural area.

B. **Trade Union Leaders:** The table 4.7 reveals that above all the activities, meeting were conducted by the president and secretary only. And he/she suppose to be while and in the minutes of the general body meeting and circulate the same of the 84.0 percent respondents were coming from the rural areas and only 16.0 percent of the respondents
were coming from the urban areas. Thus study also confirms the belief and the fact that most of the trade union leaders were coming from the rural area. It was also confirm the facts in case of trade union leaders also, all the activities, meeting were conducted by the president and secretary only and he/she to be write and incorporate the minimum of the general body meeting and circulate the same.

C. **Management Personnel:** The table 4.7 reveals that about majority i.e. 60.0 percent of the respondents were coming from the urban areas and only 40.0 percent of the respondents were coming from the rural areas. The study also confirms the belief and the fact that most of the personal management employees were coming from the urban area.

C. **Management Personnel:** Table 4.7 shows that the highest percentage of the respondents (48.0 percent) was Post Graduation & Above whereas 36.0 percent were Graduation pass. 16.0 percent were 12th pass. This shows that the majority of the respondents working in the automobile industry were Post Graduation & Above pass. The education level of the management personnel in automobile industry had gone up now because a fresh person is recruited with minimum Professional and Higher level degree.

8. **Migratory character of respondents**

A. **Workers:** Table 4.8 shows that the majority of the respondents were migrated from various parts of the Indian states, about 38.2 percent of the respondents were coming from Uttar Pradesh, followed by 30.7 percent were coming different parts of Haryana, 13.5 percent were coming from Bihar, 11.6 percent were are from any others place of Indian territory and 3.6 or 2.0 percent were coming from Punjab and Delhi. In this table shows that maximum workers were working from out of Haryana state.

B. **Trade Union Leaders:** Table 4.8 shows that the majority of the respondents were migrants from various Indian states. Mainly were from the state of Utter Pradesh (20.0 percent) and (68.0 percent) were from Haryana, (8.0 percent) were from Any Others and (32.0 percent) were from other state i.e. (Punjab, UP and Any Others). It was clear from table 4.8 that the highest percentage of respondents was from Haryana which indicate the migratory tendency not found in trade union members of the automobile workers and local leader or majority of the employees
found in Haryana state due to it is very easy to control on the workers and Management by trade union leaders.

C. Management Personnel: Table 4.8 shows that the majority of the respondents were migrants from various Indian states. Mainly were from the state of Delhi (8.0 percent) and (68.0 percent) were from Haryana, (24.0 percent) were from Any Others. It was clear from table 4.8 that the highest percentage of respondents was from Haryana and very less in out of Haryana which indicate the migratory tendency was very less found in personal management employees of the automobile industry.

9. Type of Family

A. Workers: The family wise status of respondents shows that 62.9 percent of respondents were living in joint families, 0.0 percent of respondents were living extended family; the proportion of the nuclear families was 36.8 percent comprising mainly of the wives and their children. From table 4.9 it was very clear that majority of the respondents had joint families. The joint families of these workmen consist mainly of brothers, sisters and parents of respondents and wives. The adult members in all the joint families were mostly earning members leaving behind their children and wives with their parents and other members of the family.

B. Trade Union Leaders: The data analysis about the type of family of trade union leader’s shows that 56.0 percent of respondents were living in nuclear families, followed by 44.00 percent of the respondents were living in joint families and not even a single respondents were living in extended family. That the general observation and experience of the researcher that the trend of extended and joint family system were now weakened on the one hand and on the other hand the trend of nuclear families were emerged at a large scale, due to urbanization and moralization, modernization and industrialization etc.

C. Management Personnel: The family wise status of respondents shows that 52.0 percent of respondents were living in nuclear families, 0.0 percent of respondents were living extended family; the proportion of the joint families was 48.0 percent comprising mainly of the wives and their children. From table 4.9 it was very clear that majority of
the respondents had nuclear families. The nuclear families of these management personnel consist mainly of husband, wife and children of respondents.

10. Family occupation

A. **Workers:** The Table 4.10 indicates that 42.6 percent of the respondents were coming from the agriculture farmers, followed by 36.7 percent were coming the labors families. 15.9 percent respondents were coming from service background, 4.0 percent of the respondents were coming from business / shopkeepers families and 2.4 percent of the respondents were coming from other work like seasonal grow agent fruit of vegetable seller etc. family background. Thus it was very clear that India being the agriculture country as majority of the respondents belongs to agriculture background in automobile industry also which clearly indicate the poor socio economic conditions of the workers families in automobile industry, which insists the respondents to earn money in any situation or place that why the tendency of majority was more high in the life of respondents.

B. **Trade Union Leaders:** Table 4.10 revels about that the family occupation of the leaders of the trade union of automobile industries of area of study. Which found that of the respondents were coming from the agriculture family’s 60.00 percent followed by 24.00 percent of the respondents were coming from the service background families, 12.00 percent of the respondents were coming from the landless agriculture labors families. While 4.00 percent of the respondents were coming in Business/shopkeeper. Thus it was very clear that India being the agriculture country the majority of the respondents belong to agriculture background in automobile industry which clearly indicates the low socio economic conditions of the workers in automobile industry.

C. **Management Personnel:** Table 4.10 indicates that family occupation of majority of the respondents (44.0 percent) were service background. 32.0 percent were from agriculture and 20.0 percent were from landless agriculture labour, 4.00 percent from business / shopkeeper. Thus it was very clear that India being the industrial country the majority of the respondents belongs to service background in automobile industry which
clearly indicates the high socio economic conditions of the management personnel in automobile industry.

11. Family size.

A. Workers: The data analysis of the table records that 56.00 percent of the respondents were living with their family which composed to 4 to 6 members, 26.3 percent of the respondents were living in families of 1 to 3 members and 17.5 percent of the respondents were living in families of 7 to 9 members. Thus, the results of the presents study also confirms the same brief that the medium and small family size was the real picture of the society as well as was also in case of automobile industries also.

B. Trade Union Leaders: The analysis of table 4.11 shows that the highest percentage i.e. 52.00 percent of the respondents was small families of 1-3 members. Followed 40.00 percent respondents were having mediums families consist of 4-6 family members and 8.0 percent of the respondents were having large families 7-9 family members. In this way, this table shows that majority of small family (1-3) size into trade union leaders.

B. Management Personnel: The analysis of table 4.11 shows that the highest percentage (48.00 percent) consists of 1-3 family members or small family. 40.0 percent respondents consists of 4-6 family members or medium family, 12.0 percent were 7-9 family members or large family. Thus the table above clearly shows that majority of the respondents consists of 1-3 family members or small family in the family size because literacy rate was very high and they know very well about the family planning.

12. Type of Employees:-

A. Workers: This table shows that 63.3 percent respondents were temporary worker or contractual labour/ worker, where only were 36.4 percent respondents were permanent/regular worker. Thus table 4.12 clearly shows that the majority of the respondents were temporary/contractual employees which also confirm the general observation and explained that the tendency to recruit only outsourcing/contracts employees were increasing day by day the strength of the permanents regular employees
were decrees’. Because the management believes that the temporary employees work hard the one hand and demands’ held no welfare social security measures.

B. Trade Union Leaders: In automobile industry about all the trade union leaders found regular employees.

C. Management Personnel: In automobile industry about all the management personnel found regular employees

13. Duration of service with the Automobile industry

A. Workers: Table 4.13 shows that, 71.7 percent respondents were working from 1 year to 3 years duration. 12.00 percent respondents were 4 year to 6 years duration. 6.8 percent respondents were 7 years to 9 years duration. 4.00 percent were above 15 years and 3.2 percent were 10 to 12 years, 2.0 percent were 13 to 15 years. It was evident from the table 4.14 that highest percentage of respondents having association of 1 years to 3 years in automobile industry which clearly indicate that the workers had chosen it as a career and at the same time it was also assumed that life of a automobile worker did not exceed 1 to 3 year of total service because very less wages, temporary of job, did not timely payment, very less facilities compare to other industry. So the worker due to above reason to be changed the industry very soon.

B. Trade Union Leaders: Table 4.13 shows that, 44.0 percent respondents were working from 1 year to 3 years duration. Followed by 32.00 percent respondents were still working in the same industry 4 year to 6 years. 24.0 percent respondents were still working from 4 and more than 6 years in the industries. The results of the study clearly regular the one thing that majority of the respondents were not having long experience in the same Organization, as the workers always try to shift from one organization to other for higher incentives and other things.

C. Management Personnel: Table 4.13 shows that, 8.0 percent respondents were working from 1 year to 3 years duration. 24.00 percent respondents were 4 year to 6 years duration. 32.00 percent respondent were 7 year to 9 years duration, 36.0 percent respondents were above 9 years. It was evident from the table 4.14 that highest
percentage of respondents having association of above 9 years in automobile industry which clearly indicate that the Management personnel had chosen it as a career and at the same time and they know very well about company profile, policies and feel attachment by both side of company and Management personnel and due to their much experience.

Section B: The Working Conditions and Occupational Life of Automobile Workers to Maintain Industrial Relations

Table 5.1 in this table says about Provision of the Statutory Health Facilities. In the Column of ‘yes’ 60 percent and in the Column of ‘no’ 24 percent and Column of do not say 16 percent. This table shows that more than 60 percent and less than 16 percent were aware about the Statutory Health Facilities according to Factory Act-1948.

Table 5.1 (b) in this table on account of Cleanliness, out of 150 respondents, 100 (66.66%) respondents were highly satisfied, 30 (20%) were not satisfied and 20 (13.33%) were satisfied. Similarly on account of Disposal of wastes and effluents, out of 150 respondents, 110 (73.33%) were highly satisfied, 20 (13.33%) were not satisfied and 20 (13.33%) were satisfied. Similarly on account of Ventilation and Temperature, out of 150 respondents, 90 (60%) were highly satisfied, 25 (16.66%) were not satisfied and 35 (23.33%) were satisfied. Similarly on account of Artificial Humidification, out of 150 respondents, 95 (63.33%) was highly satisfied, 35 (30.33%) were not satisfied and 20 (13.33%) were satisfied. For Over Crowding there is no response. Similarly on account of Lighting, out of 150 respondents, 115 (76.66%) were highly satisfied, 25 (16.66%) were not satisfied and 10 (6.66%) were satisfied. Similarly on account of Drinking Water, out of 150 respondents, 130 (86.66%) was highly satisfied, 15 (10%) were not satisfied and 05 (3.33%) were satisfied. Similarly on account of Latrine and Urinal, out of 150 respondents, 120 (80%) were highly satisfied, 20 (13.33%) were not satisfied and 10 (6.66%) were satisfied. Similarly on account of Spittoons, out of 150 respondents, 110 (73.33%) were highly satisfied, 15 (10%) were not satisfied and 25 (16.66%) were satisfied. This table data show that health facilities are very highly satisfaction level in the area of Cleanliness, Disposal, Ventilation, etc. So we can say that the workers were satisfied from the health facilities which are explained into the factory act 1948.
Table 5.2(a) in this table explains about Provision of statutory welfare facilities. In the Column of ‘yes’ 78 percent and in the Column of ‘no’ 10 percent and Column of Can Not Say 12 percent. This table shows that more than 78 percent and less than 10 percent workers aware about the Provision of statutory welfare facilities.

Table 5.2 (b) in this table on account of Washing Facilities out of 195 respondents, 80 (41.02%) respondents were highly satisfied, 50 (25.64%) were not satisfied and 65 (33.33%) were satisfied. Similarly on account of Facilities for Storing and Drying Cloths, out of 195 respondents, 75 (38.46%) were highly satisfied, 55 (28.20%) were not satisfied and 100 (51.28%) were satisfied. Similarly on account of Facilities for sitting, out of 195 respondents, 50 (25.64%) were highly satisfied, 45 (23.07%) were not satisfied and 120 (61.53%) were satisfied. Similarly on account of First Aid Boxes, out of 195 respondents, 35 (17.94%) were highly satisfied, 40 (20.51%) were not satisfied and 115 (58.97%) were satisfied. Similarly on account of Canteens, out of 195 respondents, 40 (20.51%) were highly satisfied, 40 (20.51%) were not satisfied and 105 (53.84%) were satisfied. Similarly on account of Shelter, Rest room, Lunch room, out of 195 respondents, 40 (20.51%) were highly satisfied, 50 (25.64%) were not satisfied and 20 were satisfied. Similarly on account of Crèches, out of 195 respondents, there were no responses. Similarly on account of Welfare officer, out of 195 respondents, 95 (48.71%) was highly satisfied, 60 (30.76%) were not satisfied and 40 (20.51%) were satisfied. The above table data explain about the satisfaction level was very high because all the responses like washing facility, facility for sitting, first aid box, canteens, shelter, rest room, lunch room etc found good into the table. Secondly all the welfare facility was provided to the automobile worker.

Table 5.3 (a) shows that 50 percent of the respondents know about provision of non-statutory welfare facilities & 30 percent do not know about such provisions. Rest 20 percent did not respond to this question.

Table 5.3 (b) shows that when researcher asked about different facilities under provision of non-statutory welfare facilities, 70 (56%) respondents out of 125 were highly satisfied with medical facilities, whereas 40 (32%) were not satisfied, whereas 15 (12%) were Satisfied. Similarly in case of educational facilities, 50 (40%) respondents out of 125
were highly satisfied and 45 (36%) were not satisfied, whereas 30 (24%) were Satisfied. Rest of recreational, housing, consumer cooperative, loan facilities were unknown to respondents. If we compare medical and educational facilities, respondents were more aware about medical facilities and about non statuary welfare provision was very good into automobile industry because the industry followed all the rules and regulation which are apply under factory act. Some area are not given any respond it means this type non statuary welfare facility given very less or zero by the automobile industry because industry not provided all non statuary welfare facility to workers.

Table 5.4(a) shows that 56 percent of the respondents know about Safety Measures/ Facilities according to Factory Act-1948 and 28 percent did not know about such facilities. Rest 16 percent did not respond to this question.

Table 5.4 (b) shows that when researcher asked about different safety measures/ facilities under Factory Act-1948, 120(85.71%) respondents out of 140 were highly satisfied with safety measure ‘protections of eyes ‘was more in numbers, 10(7.14%) respondents were not satisfied and 10 were satisfied. In this table on account of Pits, Sums opening in floor out of 140 respondents, 55(39.28%) were highly satisfied, 45 (32.14%) were not satisfied and 40(28.57%) were satisfied. In case of pits, sums opening in floor, and Similarly on account of precautions against dangerous fumes, gases out of 140 respondents , 75 (53.57%) highly satisfied , 20 (14.28%) not satisfied, 45 (32.14%) satisfied . No respondents were aware of Safety of building and machinery out of 12 different measures. Similarly on account of total multiple responses out of 1680 respondents, 995 (58.87%) highly satisfied, 305 (18.15%) satisfied, 380 (22.48%) not satisfied. The data show that safety measure was very good into automobile industry. The employees/workers found very/highly satisfied compare to none satisfied in all the above table factors of Safety measures, accordingly, Factory Act-1948.

The Table 5.5 (a) explains whether the respondents experience occupational stress in industry. It was clear from the table that 66 percent of the respondents were experienced occupational stress whereas 18 percent of the respondents have not experienced stress and 16 percent of the respondents could not say anything.
The table 5.5(b) explains the types of occupational stress experienced by the respondents in industry. It was clear from the table that majority 150 (90.90%) of the respondents stated that occupational stress has a negative impact on their performance and only 70 (42.42%) percent of the respondents feel stress very often. Majority 75 (45.45%) percent of the respondents stated that they have not feel stress very often and 10 (6.06%) percent of the respondents stated that occupational stress have not negative impact on their performance. 135 (20.45%) percent of the respondents could not say anything when asked. The table explain about the occupation stress was very high into automobile worker/industry than not very high in the non satisfaction level of workers it means that workers feel the stress level very high in automobile industry and Occupational Stress has a negative impact on their Performance compare to Occupational stress does not have any impact on their Performance at work.

The table 5.6 (a) pertains the knowledge of the respondents about the causes of occupational stress and found that 48 percent of the respondents were aware about the causes of occupational stress whereas 36 percent of the respondents were not aware about the causes of the occupational stress.

The table 5.6 (b) indicates in Highly Satisfied that 50% of the respondents were aware about work related causes, 33.33% organizational related causes, 58.33% psychological causes, 50% physical causes and 41.66% any others causes, respectively Not Satisfied, 33.33% have not aware about work related causes, 50% organizational related causes, 8.33 psychological causes and 25% physical causes and 50% any others causes respectively. In conclusion we can say that highly satisfied 46.46%, Satisfied 20% and not satisfied 33.33% respondents about causes of occupational stress in industry. So we can say that majority of the workers was very highly satisfied in the work related cause, organization related, Psychological Causes, Physical Causes, Any Others causes and etc because all the above table data shows that workers feel stress due to above causes in the automobile industry.16 percent of the respondents could not say anything.

Table-5.7(a) the data presented in the table 5.7 indicates that 72 percent were having knowledge about the factors that promote Labour management relationship while 20
percent of the respondents were not aware about these factors and 8 percent of the respondents could not say anything.

Table-5.7(b) shows about the promoting Labour management relationship that more highly satisfied in any others were 130(72.22%) and less than leadership quality of unions and management was 50 (27.77%), in Colum of not satisfied more than monetary benefits were 65(36.11%) and less than any others were 30(16.66%), in Colum of satisfied more than leadership quality of unions and management were 70 (38.88%) and less than grievance redressed was 10 (5.55%). In this table on account of monetary benefits out of 180 respondents, 75 (41.66%), highly satisfied, 65 (36.11%) not satisfied, 40 (22.22%), satisfied. Similarly on account of welfare measures out of 180 respondents, 90 (50%), highly satisfied, 45 (25%) not satisfied, 45 (25%) satisfied. Similarly on account of in work environment, 100 (55.55%) highly satisfied, 50 (27.77%) not satisfied. Similarly on account of in disputes settlement out of 180 respondents, 120 (66.66%) highly satisfied, 40 (22.22%) not satisfied. Similarly on account of in the leadership quality out of 180 respondents, 50 (27.77%) highly satisfied, 60 (33.33%) not satisfied. Similarly on account of in grievance redressed out of 180 respondents, 110 (61.11%) highly satisfied, 60 (33.33%) not satisfied. The conclusions of the data shows that highly satisfied more than not satisfied and not satisfied more than satisfied in factors of Monetary benefits, Welfare measures, Work environment, Dispute settlement, Leadership quality of unions and Managements, Dominance of the Unions, Personnel policies, Grievance Redressed in Promoting Labour Management Relationship.

Table 5.8(a) shows about the Industrial disputes that ‘Yes’ was 68 percent and ‘No’ was 8 percent and cannot say 24 percent in the table of data. In this way we can say that 68 percent was more than and 8 percent was less than in the table data about the Industrial disputes.

Table 5.8 (b) explain about the types of Industrial disputes, in this table on account of wages out of 170 respondents, 15 (8.82%) ‘Highly Satisfied’, 140 (82.35%) ‘Not Satisfied’.Similarly on account of workload out of 170 respondents, 30 (17.64%) ‘Highly Satisfied’, ‘100 (58.82%) Not Satisfied’. Similarly on account of poor working conditions out of 170 respondents, 120 (70.58%) ‘Highly Satisfied’, 30 (17.64%) ‘Not Satisfied’.
Similarly on account of retrenchment out of 170 respondents, 80 (47.05%) ‘Highly Satisfied’, 60 (35.29%) not satisfied. Similarly on account of personal conflicts out of 170 respondents, 90 (52.94%) highly Satisfied’, 50 (29.41%) ‘Not Satisfied.’ Similarly on account of poor welfare facilities out of 170 respondents, 40 (23.52%) ‘Highly Satisfied’, 120 (70.58%), ‘Not Satisfied’. Similarly on account of bonus out of 170 respondents, 30 (17.64%) ‘Highly Satisfied’, 130 (76.47%) ‘Not Satisfied’. In the conclusion, we can say that Column ‘Not Satisfied’ was more than ‘Highly Satisfied’ and ‘Highly Satisfied’ was more than satisfied say about the all response like wages, workload, poor working conditions, retrenchment, personal conflicts, poor welfare facilities and bonus etc. The table data show about major factors of industrial disputes were high satisfaction level was very low in compare to not satisfaction level it means automobile workers not satisfied from the Wages, Work load, Poor working conditions, Political interference, Retrenchment, Personal conflicts, Poor welfare facilities, Bonus, Payment, Absenteeism Major Context for Industrial Disputes.

Table 5.9 (a) explains about the settlement of disputes were 72 percents were more than and 12 percent were less than. In the Colum ‘Yes’ 72 percent and Colum of ‘No’ 16 percent and cannot say 12 percent. In this way, this table shows that 72 percent were more than and 12 percent were less than about of settlement of disputes in Industry.

Table 5.9 (b) explain about the types of settlement of disputes, highly satisfied collective bargaining more than 160(88.88%) and mediation less than 110 (61.11%). In this Colum of not satisfied mediation more than 60 (33.33%) and collective bargaining less than 10 (5.55%). In the Colum of satisfied adjudication more than 25 (13.88%) and Conciliation, Mediation and bargaining less than 10(5.55%), 10 (5.55%) and 10 (5.55%). In this table on account of Conciliation out of 180 respondents, 120 (66.66%) highly satisfied, 50 (27.77%) not satisfied, 10 (5.55%) satisfied. Similarly on account of adjudication out of 180 respondents, 130 (72.22%) highly satisfied, 25 (13.88%) not satisfied, 25 (13.88%) satisfied. Similarly on account of mediation out of 180 respondents, 110 (61.11%) highly satisfied, 60 (33.33%) not satisfied, 10 (5.55%) satisfied. Similarly on account of collective bargaining out of 180 respondents, 160 (88.88%) highly satisfied, 20 (11.11%) not satisfied, 10 (5.55%) satisfied. In the Conciliation, we can say that highly satisfied
more than not satisfied and not satisfied more than satisfied in the responses like conciliation, adjudication, mediation, collective bargaining and arbitration. It means automobile workers were very satisfied from the Settlement of Disputes machinery in Industry.

Table 5.10 (a) explain about the various method of disputes settlement in the Colum of ‘yes’ 36 percent and in the Colum of ‘no’ 16 percent and Colum of cannot say 8 percent. This table shows that more than 76 percent and less than 8 percent workers know about the Various Methods of Disputes Settlement.

Table 5.10 (b) shows that court proceedings more than 140 (73.68%) and voluntary arbitration less than 75 (39.47%) in highly satisfied, in the Colum of not satisfied any other approach more than 85 (44.73%) and less than court proceeding 25 (13.15%). In the Colum of satisfied voluntary more than 50 (26.31%) and any other approach less than 10 (5.26%). In this table, on account of mutual negotiations, out of 190 respondents, 110 (57.89%) highly satisfied, 40 (21.05%) not satisfied, 40 (21.05%) satisfied. Similarly on account of voluntary arbitration, out of 190 respondents, 75 (39.47%) highly satisfied, 65 (34.21%) not satisfied, 50 (26.31%) satisfied. Similarly on account of conciliation proceeding, out of 190 respondents, 120 (63.15%) highly satisfied, 55 (28.94%) not satisfied, 15 (7.89%) satisfied. Similarly on account of court proceeding, out of 190 respondents, 140 (73.68%), highly satisfied , 25 (13.15%), not satisfied, 25 (13.15%) satisfied. In the conclusion, we found that highly satisfied more than not satisfied and not satisfied more than satisfied about different response like mutual negotiation, voluntary arbitration, conciliation proceeding, court proceeding and any other approach.

Section C: The contribution of trade unions to maintain Industrial relations in Automobile Industry.

1. It can be clearly understood from Table 6.1 that 200 respondents out of 250 (that was, 80 per cent) were strongly in favour of the view that trade unions were very much needed. 30 out of the 250 (that was 12 per cent) had expressed the opinion that there was no need for trade unions. 20 out of the 250 workers (that was, 8 per cent) were unable to say anything and it might be either due to their inability to decide between the two
options or due to their indifferent attitude towards the functioning of the trade unions. In this way, we can say that majority of respondents were saying about the need of the trade union and very few person were unfavour need of the trade union.

2. Table 6.2 clearly indicates that 60 per cent of the respondents (that was, 150 out of 250) had been taking part in the activities of the trade unions regularly in Very Actively involved in the General Body Meeting Only. It their active involvement and thereby the necessity for the trade unions indirectly. But 24 per cent of the workers Very Actively involved in day to day activities of the Trade Union and found to be regularly taking part in trade union activities. 8.0 percents were involved as per the Agenda of Meeting, 4.0 percent and 4.0 percent were Involved Only Union, the Pressure of Peer Group/Co-Worker Only and any others. It might be due to the fact that some had yet to become active members of trade unions as they still had continued to remain indifferent inspite of their enrolment as member of the trade unions. In the conclusion, we can say that majority of respondents participate in general body meeting only one except very less participation of workers in day to day activities of the trade union, the Agenda of meeting and the pressure of peer group/co-worker only.

3. Table 6.3 disclose the need or importance of trade union, majority of need trade unions 16.0 percent for Safeguard against the victimization, followed this 12.0 percents were protects the basic rights of the workers, It helps to resolve the workers grievances/problems, Trade union always fight to enhance their wages and other monetary benefits, It helps in maintaining the industrial peace and better healthy, harmonious industrial relations, 8.0 percents were helps to maintain better working conditions, 4.0 percents were helps to maintain the adequate promotion of the team spirit policy, It helps to maintain better health facilities, It helps to maintain the better welfare facilities, It helps to maintain the better safety provisions, It helps to maintain the better social security. 0.0 Percents were maintains the programmes for workers job security, Any others. In this way major need of trade unions due to Safeguard against the victimization, protect the basic right of the workers, it resolves the workers grievances/problems, union always fight to enhance their salary/wages and other
monetary benefits and help in maintaining the Industrial peace and better healthy, harmonious industrial relation into Automobile Industry.

4. Table 6.4 clearly exhibits that a high proportion of the respondents (that was, 48 per cent) prefer the functioning of more than two unions in each working unit. According to them, the union activities would be more effective due to the healthy competition between them in serving the workers. 44 per cent of respondents were in favour of one union for one working unit, while 8 per cent preferred to have two unions for one unit. It is inferred from the Table 6.4 that majority of workers that was 48 per cent prefer to had more than one union per unit. It reveals the need for healthy competition among competing unions to address and redress of the grievances.

However, about 50 percent of the respondents preferred to have only one union per unit. It might be due to the fact that the solidarity might get lost or become weak as the number of unions in a factory increased. But the workers of the study units are mostly found in favour of more than one union per unit structure due to the fact that it can promote the union activities in terms of competency, democratization, dynamic and effective functioning. It might be due to the fact that the solidarity might get lost or become weak as the number of unions in a factory increased. In the briefs, the researcher focus that trade union leader want more than two union per unit except the one union per unit, two unions per unit in the Automobile Industry.

5. Table 6.5 exhibits the methods by which workers had been motivated to become a member of the trade unions. From the opinions of the union leaders as presented in Table 6.5, it can be understood that the workers join as members of the trade unions both by their own voluntary decisions and through canvassing. Only 16.0 per cent of the union leaders had expressed the view that the members had joined the unions on their own voluntary decisions, 4.0 percent any other while 80.0 per cent had expressed the opinions that canvassing was also important in spite of the voluntary enrolment of membership. It had clearly shown that canvassing for membership was inevitable.

6. Table 6.6 shows the loyalty of the members to their trade unions in terms of a change from one union to the other union. 76 per cent of the respondents were found to be stuck
members who had to their unions without changing their membership while 24 per cent
of the respondents were found to have changed their membership from one union to that
of another union at least once. Changes in political power, personal grievances within the
trade unions, troubles created and incentives offered by the rival unions, were some of the
reasons for the change of membership from one union to that of another. Secondly
majority of the workers did not want change the membership because they know very
well about the earlier Trade Union leaders and it was not ethically or devotedness
towards their union.

7. Table 6.7 discloses the opinions of the different categories of trade union leaders on
their relationship with co-office bearers in the study units. From Table 6.7, it could be
clearly understood that, 17 out of the 25 respondents, 68 per cent of them had responded
that their co-office bearers had been co-operative with them and 20.0 per cent of them
had stated that they were very co-operative with them and the rest of them had found
their co-office bearers in the units as non-co-operative. However, 68.0 per cent of the
leaders (17 out of 25) had been found to have experienced a good relationship with their
co-office bearers. It implied the existence of a good level of co-operation among the trade
union leaders. In this way, we can say that former trade union leader are co-operative not
very co-operative in different issues/problems of the workers to discuss/resolves with the
management personnel.

8. Table 6.8 shows that trade unions members faced the problems as a union members, 28
percents were consider as a Recognized as burden/problem creator, followed this 24
percents were Hostile attitude of the management, 20 percents were Lack of acceptance
as a bargaining agent in different forms, 16.0 percents were Lack of recognition as a trade
union leaders/representatives of workers, 12 percents were Lack of recognition as a
partner of the factory/industry.

This table shows that management of 28 percent members are faced problem because the
management recognized the trade unions leader as a burden/problem create, secondly the
hostile attitude of the management, lack of acceptance as a bargaining Agent, lack of
recognition as trade union leader/representative of workers etc. So the trade union leader
faced the problem towards management and workers
9. Table 6.9. analysis about the suggestion of trade unions leaders about to maintain industrial relations. In the table, 20.0 percents were majority of suggestions of provide better working conditions, followed this 16.0 percents were Positive attitude of the management and 16.0 percents were Management involves in decision making process, 12.0 percents were Management accepts the trade union as an agent of collective bargaining and 12.0 percents were provide better condition of work as the labor legislation requirements, 8.0 percents were avoid chance of strike/lock out, 4.0 percents were Provide better health/welfare/safety provisions, 4.0 percents were early settlements of grievances/disputes, 4.0 percents were avoid unnecessary prejudices conflicts/biases/discrimination as a trade union leader and 4.0 percents were Any others. The conclusion of the table that 20.0 percent or majority of trade unions leaders suggestions to provide better working conditions of work as the labour-legislation requirements, avoid chance of strike/lockout etc for the workers and to maintain the industrial relation into the Automobile Industry.

Section D: The effectiveness of collective bargaining and role of worker’s participation in management in promoting harmonious Industrial relations in Automobile Industry.

1. Table 7.1. explain about the collective bargaining, 84.0 percents were the majority in the favour of yes, followed this 12.0 percent were in the favour of the No and 4.0 percents were do not say. The table 8.1 fined out that maximum respondents know about collective barraging and very less respondents did not know about the collective bargaining. So we can say that management personnel know very well about the collective bargaining into Automobile Industry.

2. Table 7.2. analysis that majority of 32 percents were provide a common platform to resolve the Conflict/Grevenese/Disputes, followed this 24.0 percents were minimizes the human Conflicts/Industrial conflicts, 16 percent were affects the Industrial Relations, 12 percents were increase the working condition/condition of work in Automobile Industry. In this way, we can say that there was much need of collective bargaining because collective bargaining provides a common platform to resolve the conflict/grievance/disputes of workers and management, collective bargaining efforts to
minimize the human conflict or industrial conflict and it maintain the industrial relation in Automobile Industry.

3. Table 7.3 shows that 24 percents were majority and followed this 20 percent and 16 percents in disciplinary matters. 12 percents were Grievances. 8.0 percent was Staff Transfer and Promotions and union reorganization. 4.0 percents were Change in Technology, Union activities/Responsibility, Management Rights. In this table the data show that majority respondents were 24 percent in Wages and Working Conditions and minimum were the 4.0 percent in Union activities/Responsibility and Management Rights. In conclusion, we can say that there were some major functions of collective bargaining were wages and working condition, health and safety, discipline matters, grievances staff transfer and promotion and etc were used/applied into Automobile Industry.

4. Table 7.4. Describes the causes of collective barraging and 32.0 percents were Rivalries’ among the Trade Unions/Conflicts among the Trade Unions leaders. Followed this 24.0 percents were Lack of Clarity about the Agenda, 20.0 percents were Inadequate Interventions, 12.0 percents were Employers’ Reluctance. 8.0 percents were Weak Trade Union, 4.0 percents were Weak Implementation. In this way, we can say that 32 percent majority of causes/factors were rivalries among the trade union/conflict among the trade union leaders, lack of clarity about the Agenda, inadequate intervention etc were the major factor affect the collective bargaining into the Automobile Industry and minimum causes were 4.0 percent in the table.

5 Table 7.5. describes about the effective Collective Barraging that 28.0 percents were majority in Regular intervene/Meeting, followed this 20.0 percents were Proper Minutes/Recording of Collective Bargaining, 16.0 percents were Fix the Time Framework for implementations, 12.0 percents were Fix The Responsibility for implementations and Proper Training of Trade Union Leader about the Collective Barraging, 4.0 percent were Unanimity among Workers. Table 7.5 shows that majority of respondents 28 percents. In this way, we can say that 28 percent respondents were majority of in effective collective bargaining. Proper minutes/ recording of collective
bargaining, fixed time frame for implementation etc play the important role for effective collective bargaining in Automobile Industry.

6. Table 7.6 define about the scheme of worker Participation in Management that 88.0 percents were known about the Scheme of Worker Participation in Management and rest of 8.0 percents did not know the Scheme of Worker Participation in Management and 4.0 percents were neutral about the scheme of worker participations in managements. In this way, we can say that maximum respondents were known about the worker participation in management.

7. Table 7.7. explain the required of Worker Participation in Management and 28.0 percents were majority in Establishing Harmonious Industrial Relations, Rest of this 24.0 percents were Promoting Solidarity among Workers, Rest of this 20.0 percents were in Higher Productivity and Increased Production, rest of this 16.0 percents were in Promoting Industrial Democracy, rest of this 8.0 percents were Secure the Mutual Cooperation of Employees and Employers. The Conclusions of this table was that 28.0 percents were majority for Establishing Harmonious Industrial Relations and without worker participation in management, we could not claim any industrial peace, higher productivity, democracy, quality of working life, mutual co-operation of employees and employer into Automobile Industry.

8. Table 7.8. describes about Considering the existence of Bodies in Organization, 92.0 percents were Works Committee and rest of this 4.0 percent in Quality Circle and 4.0 percents were in the table, In this way, we can say that majority of respondents were related to Works Committee and others bodies were very less in the table and it means works committee play the important role in industrial relation in Automobile Industry.

9 Table 7.9. denotes about the Factors Responsible for the Failure of Worker Participation in Management, 28.0 percents were Lack of Education/Training of Workers to participate, rest of this, 24.0 percents were Managers fear of giving up Power, Rest of this 20.0 percents were Workers fear of Victimization by Management, followed this 16.0 percents were Lack of Leadership among Workforce, 8.0 percents were Attitude of Trade Union, 4.0 percents were Multiplicity of Trade Union. In the conclusion, we can
say that majority of the factors were lack of education/training of workers to participate, manager fear of giving up power, worker fear of victimization by management etc were play the major role for failure of worker participation in management in Automobile Industry.

10 Table 7.10 analysis about the Suggestions for Effective Worker Participation in Management, 28.0 percents were Managerial Attitude, rest of this 24.0 percents were Union Co-operations, followed this 20 percents were Meaningful Participations, 16.0 percents were Workers Attitude, 12.0 percents were Any Others. In this way, table analysis about the suitable suggestions from the management were managerial attitude, union co-operation, meaningful participation, worker participation etc were very effective in worker participation in management in Automobile Industry.

Section E: The wages and social security measures provided by the employers to maintain Industrial relations in Automobile Industry.

1. The Table 8.1 shows that an examination of the table depicts the following: The employees feel that the wages and allowances structure granted by the company. Wage structure with maximum score of 39.6 percent, Employees were satisfied with the provident fund as a score of 32.0 percent, The significance of over time rate allowances schemes like provident fund was given with a score of 20.0 percents, Holiday remuneration in an organization with a score of 0.4 percents, Dearness allowances with a score of 4.0 percents, Bonus with a score of 1.6 percents, Night shifts with score of 1.2 percents, Incentive Schemes with a score of 0.4 percents, Paid Holidays and advances with a score of 0.4 percents and 0.4 percents. Further through percentage and scores that was the perception about the Labour productivity and wages and allowances did not differ among the cadre. The analysis of the table shows that to following factors such as wage structure, provident fund, over time rate, dearness allowances etc workers were very satisfied from the wage and allowance in Automobile Industry.

2. The observation of the Table 8.2 shows that among the employees 148(59.2%) were highly satisfied about the wage structure of organization, 95(38.00%) were Satisfied, and 7(2.8%) were neither satisfied nor dissatisfied and no one disagreed with the wage
structure of the organization. About 98 percent of the employees also have accepted that the wage structure of organization was effective. But the minority of 5 percent of employees had felt that it was not effective. Therefore the wage structures were an equitable one and employees were satisfied toward the wage structure into Automobile Industry.

3. The observation of the Table 8.3 shows that 16(6.4%) respondents representing belong to the category of highly satisfied, 54(21.6%) respondents representing belong to the category of satisfied, 122(48.8%) respondents representing belong to the category of neither satisfied nor dissatisfied, 58(23.2%) respondents representing belong to the category of dissatisfied, therefore Dearness allowance was an inequitable and workers were unsatisfied to give the dearness allowance by the Automobile Industry.

4. The observation of the Table 8.4 shows that 94(37.6%) respondents representing belong to the category of highly satisfied, 144(57.6%) respondents representing belong to the category of satisfied, 5(2.0%) respondents representing belong to the category of neither satisfied nor dissatisfied, 2(0.8%) respondents representing belong to the category of dissatisfied, and 5(2.0%) respondents representing belong to the category of not at all satisfied. Therefore the Overtime rates of organization were an equitable and workers were satisfied from the overtime rate paid by the Automobile Industry.

5. The observation of the Table 8.5 shows that 60(24.0%) respondents representing belong to the category of highly satisfied, 87(34.8%) respondents representing belong to the category of satisfied, 33(13.2%) respondents representing belong to the category of neither satisfied nor dissatisfied and 70(28.0%) respondents representing belong to the category of not satisfied about the night shift allowance of organization. Therefore the night shift allowance paid by the organization was adequate and workers were satisfied towards the night shift allowance paid by Automobile Industry.

6. It was evident from Table 8.6 that 109(43.6%) respondents representing belong to the category of highly satisfied with the payment of Incentive schemes 97(38.8%) respondents representing belong to the category of satisfied, and 21(8.4%) respondents representing belong to the category of neither satisfied nor dissatisfied, 23(9.2%)
respondents representing belong to the category of not satisfied. Therefore the Incentive schemes were reasonably spread over covering employees of all cadres which were an adequate and satisfied of the workers into Automobile Industry.

7. It was evident from Table 8.7 that 12(4.8%) respondents representing belong to the category of highly satisfied with the payment of Bonus, 31(12.4%) respondents representing belong to the category of satisfied, 102(40.8%) respondents representing belong to the category of neither satisfied nor dissatisfied, 67(26.8%) respondents representing belong to the category of not satisfied and 38(15.2%) respondents representing belong to the category of not at all satisfied. Therefore the payment of Bonus was reasonably spread over covering employees of all cadres which were an inadequate and the workers did not satisfied from the bonus received by Automobile Industry.

8. The observation of the Table 8.8 shows that 58(23.2%) respondents representing belong to the category of highly satisfied with the payment of wages paid were on par with promotion 157(62.8%) respondents representing belong to the category of satisfied, and 23(9.2%) respondents representing belong to the category of neither satisfied nor dissatisfied, and 12(4.8%) respondents representing belong to the category of not satisfied. Therefore the wages paid were on par with promotion by the organization was adequate and workers were satisfied in the Automobile Industry.

9. The observation of the Table 8.9 shows that 7(2.8%) respondents representing belong to the category of highly satisfied with the payment of Paid holidays, 93(37.2%) respondents representing belong to the category of satisfied, 85(34.0%) respondents representing belong to the category of neither satisfied nor dissatisfied, 18(7.2%) respondents representing belong to the category of not satisfied and 47(18.8%) respondents representing belong to the category of not at all satisfied. Therefore Paid holidays by the organization were adequate and the employees are satisfied in the Automobile Industry.

10 The observation of the Table 8.10 shows that 136(54.4%) respondents Representing belong to the category of highly satisfied with the payment of Paid Provident Fund,
76(30.4%) respondents representing belong to the category of satisfied and 38(15.2%) respondents representing belong to the category of neither satisfied nor dissatisfied, So, therefore Provision for Provident Fund by the organization was adequate for the workers in the Automobile Industry.

11. The observation of the Table 8.11 shows that 71(28.4%) respondents representing belong to the category of highly satisfied with the payment of financial advance, 22(8.8%) respondents representing belong to the category of satisfied, 77(30.8%) respondents representing belong to the category of neither satisfied nor dissatisfied, 73(29.2%) respondents representing belong to the category of not satisfied and 7(2.8%) respondents representing belong to the category of not at all satisfied. In conclusion, therefore the financial advance paid by the organization was inadequate or unsatisfied of the employees in Automobile Industry.

12. Table 8.12 reveals the opinions of sample about the provision of social security benefits. Among the Workers who constitute 250, all of them said that the company provides social security benefits like provident fund 28 percent, gratuity 8 percent, pension 4 percent, maternity benefit 24 percent, insurance benefits 16 percent and accidental benefits 20 percent etc. From the above analysis, it can be concluded that the company provides social security benefits like provident fund, gratuity, maternity benefit, insurance benefits and accidental to its employees in the Automobile Industry.

13. Table 8.13 reflects the opinions of sample employees on the quantum of provident fund benefit provided by the company. Among the total sample employees, majority of them who accounts for 52.0 per cent felt that the quantum of provident fund benefit provided by the company was high. Those who follow it and who account for 20.0 per cent felt that the quantum of provident fund was very high. In the remaining sample, employees who felt that the quantum of provident fund was moderate 20 percents were relatively more than those who felt that the quantum of provident fund benefit was low 8 percent. The analysis reveals that the quantum of provident fund benefit was high or very well in the Automobile Industry.
14. Table 8.14 reveals the opinions of sample employees on the quantum of Gratuity benefit provided by the company. Among the sample employees, majority of them who accounts for 50.0 per cent felt that the quantum of gratuity benefit was high. Those who follow it and who account for 32.0 per cent felt that the quantum of gratuity benefit was very high. The remaining sample employees who constitute 18.0 per cent felt that the quantum of gratuity benefit was moderate. From the above analysis, it can be concluded that the quantum of gratuity benefit was high as felt by majority of the respondents in the Automobile Industry.

15. Table 8.15 projects the opinions of sample employees about the adequacy of insurance benefits provided to them. Among the total sample employees, majority of them who accounts for 42.0 per cent felt that the insurance benefits provided by the company were moderately adequate. Those who follow it and who account for 25.6 per cent felt that the insurance benefits were highly adequate. In the remaining sample, employees who felt that the insurance benefits were inadequate were relatively more than those who felt that the insurance benefits were highly inadequate. The analysis reveals that the insurance benefits provided by the company were moderately adequate.

16. Table 8.16 reveals the opinions of sample employees about the adequacy of mortality benefits. Among the total sample employees, majority of them who accounts for 40.4 per cent felt that the mortality benefits provided by the company were highly adequate. Those who follow it and who account for 38.4 per cent felt that the mortality benefits were very highly adequate. In the remaining sample, employees who felt that the mortality benefits are moderately adequate 12 percent were relatively more than those who felt that the mortality benefits are inadequate 8.4 percent. The analysis reveals that the mortality benefits provided by the company are highly adequate and very highly adequate.

17. Table 8.17 shows the overall satisfaction of sample respondents with the social security benefits provided to them. Among the total sample of employees, majority of them who accounts for 52.0 per cent was highly satisfied with the social security benefits provided to them. Those who follow it and who account for 34.4 per cent were moderately satisfied. All the remaining sample employees who constitute 13.6 per cent were very highly satisfied with the social security benefits provided to them. From the
above analysis, it can be concluded that majority of the sample was highly satisfied with the social security benefits provided to them by the employer or industry.

18 Table 8.18 reveals whether the provision of welfare and social security measures helps in increasing the productivity of the company or not. Among the total sample employees, majority of them who accounts for 80.8 per cent said that the provision of welfare and social security measures helps in increasing the productivity of the company. Those who follow it and who account for 12.0 per cent can’t say anything and 7.2 percent in no. In this way, we can say that majority of respondents are saying that welfare and social security measures help in increasing the productivity of the industry in Automobile.

19. Table 8.19 shows whether the provision of welfare and social security measures helps in improving industrial peace or not. Among the total sample employees, majority of them who accounts for 45.6 per cent said that the provision of welfare and social security measures helps in improving industrial peace. Those who follow it and who account for 38.4 per cent can’t say anything. The remaining sample employees who account for 16.0 per cent expressed their opinions in the negative. So majority of the respondents were in favour of welfare and social security measures help in improving industrial relation into Automobile Industry.

20. Table 8.20 shows whether the provision of welfare and social security measures helps in controlling employee absenteeism. Among the total sample employees, majority of them who accounts for 45.6 per cent said that the provision of welfare and social security measures helps in controlling absenteeism. Those who follow it and who account for 38.4 per cent can’t say anything. The remaining sample employees who account for 16.0 per cent expressed their opinions in the negative. The analysis reveals that the provision of welfare and social security benefits helps in controlling absenteeism in the Automobile Industry.

CONCLUSION

According to Industrial Disputes Act 1947, Section-2 “Industrial relations are the relation between employer and employees, employees and employees and employer and trade unions”. Industrial Relations aim at attainment of industrial peace which was necessary
for better and higher productions. In the present study determinants of Industrial Relations in Automobile Industry in Haryana with special focus on Gurgaon district of Haryana were studied. Three main pillars in studying Industrial Relations of automobile industry were taken, viz. Workers, Trade Unions and Management. A number of 250 workers, 25 trade unions and 25 people from functional managers or supervisory staff were taken as samples.

**Section A: The socio-economic life of the employees and its impact on Industrial Relation:** As per the derivations there was positive impact of Socio-economic life of workers in automobile industry on the Industrial relations, which was analyzed on fourteen parameters covering age, gender, marital status, education, family etc. The age composition of the automobile workers shows that the highest percentage of them were in the age group of 21 years to 30 years (59.4 percent), 48% of trade union leader, 44% were in the age group of 31 years to 40 years. The job of automobile worker requires stamina and energy to give good output and productivity. It indicates that the Management Personnel stay for a long as compared to workers in automobile industry. The majority of the respondents 98% were male in workers, 100% male in trade union leaders and 92% were male in management. It was clear that automobile industry was dominated by male members whereas a lot of scope of work for female in this sector was still there.

The 50.6 percent workers were unmarried and 49.2 percent were married. The majority (92.0 percent) workers were married and 4.0 percent were unmarried, it was clear that majority of the Trade union leaders were married. The researcher concluded that majority of the respondents was from urban background. Majority of workers and trade union leader were from general category have 52% and 88% in case of management personnel. Due to lack of reservation in this sector that was why less number of people from scheduled caste was given opportunity due to discrimination based on caste and creed. Similarly, 92.8 percent of workers, 100% of trade union leaders and 92% of management people belong to Hindu religion followed other religion in that area. The majority of the respondents (30%) working in the automobile industry are 10+2 pass or above.
The education level of the workers in automobile industry had gone up now because a fresh person was recruited with minimum 12th standard well to do office work whereas majority of the workers used to be illiterate in automobile industry in earlier times. Similar results drawn for trade union leaders and highest percentage of post graduation in case of management personnel. The three-fourth majorities i.e. 82.4 per cent of the respondents were coming from the rural areas and only one-fourth i.e. 17.9 percent of the respondents were coming from the urban areas. In case of trade union leaders 84.0 percent respondents were coming from the rural areas and majority 60.0 percent of the management personnel were coming from the urban areas and only 40.0 percent of the respondents were coming from the rural areas.

The family wise status of workers shows that 62.9 percent of respondents were living in joint families, 56% trade union leader living in nuclear families and 52.0 percent of management people were living in nuclear families. The nuclear families of these management personnel consist mainly of husband, wife and children of respondents.

From workers 42.6 percent were coming from the agriculture and trade union leaders 60.00 percent and family occupation of majority of the management (44.0 percent) was service background. 32.0 percent were from agriculture and 20.0 percent were from landless agriculture labour, 4.00 percent from business / shopkeeper. Thus it was very clear that India being the industrial country the majority of the respondents belong to service background in automobile industry which clearly indicates the high socio economic conditions of the workers in automobile industry. The 63.3 percent respondents were temporary worker or contractual labour, where only were 36.4 percent respondents were permanent/regular worker. The tendency to recruit outsourcing/contracts employees were increasing day by day the strength of the permanents regular employees were decrees’. Because the management believes that the temporary employees work hard the one hand and demands’ held no welfare social security measures.

The 71.7 percent workers were working from 1 year to 3 years duration, 44.0 percent trade union leaders were working from 1 year to 3 years duration and 8.0 percent management people were working from 1 year to 3 years duration, 24.00 percent respondents were 4 year to 6 years duration. 32.00 percent respondent was 7 year to 9
years duration. It was evident that highest percentage of respondents having association of above 9 years in automobile industry which clearly indicate that the Management personnel had chosen it as a career and at the same time and they know very well about company profile, policies and feel attachment by both side of company and Management personnel and due to their much experience.

**Section B: The working conditions and occupational life of Automobile workers to maintain Industrial relations:**

In relation to the working conditions, important clauses or norms of The Factories Act 1948 had been taken such as health facilities, Provision of statutory welfare facilities, provision of non- statutory welfare facilities, safety measures/ facilities under The Factories Act-1948, occupational stress, settlement of disputes etc.

On account of Washing Facilities out of 195 respondents, 80 (41.02%) respondents were highly satisfied, 50 (25.64%) were not satisfied and 65 (33.33%) were satisfied. Similarly on account of Facilities for Storing and Drying Cloths, out of 195 respondents, 75 (38.46%) were highly satisfied, 55 (28.20%) were not satisfied and 100 (51.28%) were satisfied. Similarly on account of Facilities for sitting, out of 195 respondents, 50 (25.64%) were highly satisfied, 45 (23.07%) were not satisfied and 120 (61.53%) were satisfied. Similarly on account of First Aid Boxes, out of 195 respondents, 35 (17.94%) were highly satisfied, 40 (20.51%) were not satisfied and 115 (58.97%) were satisfied. Similarly on account of Canteens, out of 195 respondents, 40 (20.51%) were highly satisfied, 40 (20.51%) were not satisfied and 105 (53.84%) were satisfied. Similarly on account of Shelter, Rest room, Lunch room, out of 195 respondents, 40 (20.51%) were highly satisfied, 50 (25.64%) were not satisfied and 20 were satisfied. Similarly on account of Crèches, out of 195 respondents, there were no responses. Similarly on account of Welfare officer, out of 195 respondents, 95 (48.71%) was highly satisfied, 60 (30.76%) were not satisfied and 40 (20.51%) were satisfied. The above table data explain about the satisfaction level was very high because all the responses like washing facility, facility for sitting, first aid box, canteens, shelter, rest room, lunch room etc found good into the table. Secondly all the welfare facility was provided to the automobile worker.
50 percent of the respondents know about provision of non-statutory welfare facilities & 30 percent do not know about such provisions. Rest 20 percent does not respond to this question.

The different facilities under provision of non-statutory welfare facilities, 70 (56%) respondents out of 125 were highly satisfied with medical facilities, whereas 40 (32%) were not satisfied, whereas 15 (12%) were Satisfied. Similarly in case of educational facilities, 50 (40%) respondents out of 125 were highly satisfied and 45 (36%) were not satisfied, whereas 30 (24%) were Satisfied. Rest of recreational, housing, consumer cooperative, loan facilities were unknown to respondents. If we compare medical and educational facilities, respondents were more aware about medical facilities and about non-statutory welfare provision was very good into automobile industry because the industry followed all the rules and regulation which are apply under factory act. Some area are not given any respond it means this type non-statutory welfare facility given very less or zero by the automobile industry because industry not provided all non-statutory welfare facility to workers.

56 percent of the respondents know about Safety Measures/Facilities according to Factory Act-1948 and 28 percent do not know about such facilities. Rest 16 percent does not respond to this question.

The different safety measures/facilities under Factory Act-1948, 120(85.71%) respondents out of 140 were highly satisfied with safety measure ‘protections of eyes ‘ was more in numbers, 10(7.14%) respondents were not satisfied and 10 were satisfied. In this table on account of Pits, Sums opening in floor out of 140 respondents, 55(39.28%) were highly satisfied, 45 (32.14%) were not satisfied and 40(28.57%) were satisfied. In case of pits, sums opening in floor, and Similarly on account of precautions against dangerous fumes, gases out of 140 respondents, 75 (53.57%) highly satisfied, 20 (14.28%) not satisfied, 45 (32.14%) satisfied. No respondents were aware of Safety of building and machinery out of 12 different measures. Similarly on account of total multiple responses out of 1680 respondents, 995 (58.87%) highly satisfied, 305 (18.15%) satisfied, 380 (22.48%) not satisfied. The data show that safety measure was very good into automobile industry. The employees/workers found very/highly satisfied compare to
none satisfied in all the above table factors of Safety measures, accordingly, Factory Act-1948.

Regarding the occupational stress 66 percent of the respondents were experienced occupational stress whereas 18 percent of the respondents have not experienced stress and 16 percent of the respondents could not say anything. Majority 150 (90.90%) of the respondents stated that occupational stress has a negative impact on their performance and only 70 (42.42%) percent of the respondents feel stress very often. Majority 75 (45.45%) percent of the respondents stated that they have not feel stress very often and 10 (6.06%) percent of the respondents stated that occupational stress have not negative impact on their performance. 135 (20.45%) percent of the respondents could not say anything when asked. The table explain about the occupation stress was very high into automobile worker/industry than not very high in the non satisfaction level of workers it means that workers feel the stress level very high in automobile industry and Occupational Stress has a negative impact on their Performance compare to Occupational stress does not have any impact on their Performance at work.

Regarding the knowledge of the respondents about the causes of occupational stress and found that 48 percent of the respondents were aware about the causes of occupational stress whereas 36 percent of the respondents were not aware about the causes of the occupational stress The table 5.6 (b) indicates in Highly Satisfied that 50% of the respondents were aware about work related causes, 33.33% organizational related causes, 58.33% psychological causes, 50% physical causes and 41.66% any others causes, respectively Not Satisfied, 33.33% have not aware about work related causes, 50% organizational related causes, 8.33 psychological causes and 25% physical causes and 50% any others causes respectively. In conclusion we can say that highly satisfied 46.46%, Satisfied 20% and not satisfied 33.33% respondents about causes of occupational stress in industry. So we can say that majority of the workers was very highly satisfied in the work related cause, organization related, Psychological Causes, Physical Causes, Any Others causes and etc because all the above table data shows that workers feel stress due to above causes in the automobile industry.16 percent of the respondents could not say anything.
72 percent were having knowledge about the factors that promote Labour management relationship while 20 percent of the respondents were not aware about these factors and 8 percent of the respondents could not say anything.

The findings shows that the promoting Labour management relationship that more highly satisfied in any others were 130(72.22%) and less than leadership quality of unions and management was 50 (27.77%), in Colog of not satisfied more than monetary benefits were 65(36.11%) and less than any others were 30(16.66%), in Colog of satisfied more than leadership quality of unions and management were 70 (38.88%) and less than grievance redressed was 10 (5.55%). In this table on account of monetary benefits out of 180 respondents, 75 (41.66%), highly satisfied, 65 (36.11%) not satisfied, 40 (22.22%), satisfied. Similarly on account of welfare measures out of 180 respondents, 90 (50%), highly satisfied, 45 (25%) not satisfied, 45 (25%) satisfied. Similarly on account of in work environment, 100 (55.55%) highly satisfied, 50 (27.77%) not satisfied. Similarly on account of in disputes settlement out of 180 respondents, 120 (66.66%) highly satisfied, 40 (22.22%) not satisfied. Similarly on account of in the leadership quality out of 180 respondents, 50 (27.77%) highly satisfied, 60 (33.33%) not satisfied. Similarly on account of in grievance redressed out of 180 respondents, 110 (61.11%) highly satisfied, 60 (33.33%) not satisfied. The conclusions of the data shows that highly satisfied more than not satisfied and not satisfied more than satisfied in factors of Monetary benefits, Welfare measures, Work environment, Dispute settlement, Leadership quality of unions and Managements, Dominance of the Unions, Personnel policies, Grievance Redressed in Promoting Labour Management Relationship.

The Industrial disputes that ‘Yes’ was 68 percent and ‘No’ was 8 percent and cannot say 24 percent in the table of data. In this way we can say that 68 percent was more than and 8 percent was less than in the table data about the Industrial disputes.

The types of Industrial disputes, on account of wages out of 170 respondents, 15 (8.82%) ‘Highly Satisfied’, 140 (82.35%) ‘Not Satisfied’. Similarly on account of workload out of 170 respondents, 30 (17.64%) ‘Highly Satisfied’, ‘100 (58.82%) Not Satisfied’. Similarly on account of poor working conditions out of 170 respondents, 120 (70.58%) ‘Highly Satisfied’, 30 (17.64%) ‘Not Satisfied’. Similarly on account of retrenchment out of 170
respondents, 80 (47.05%) ‘Highly Satisfied’, 60 (35.29%) not satisfied. Similarly on account of personal conflicts out of 170 respondents, 90 (52.94%) highly Satisfied’, 50 (29.41%) ‘Not Satisfied’. Similarly on account of poor welfare facilities out of 170 respondents, 40 (23.52%) ‘Highly Satisfied’, 120 (70.58%), ‘Not Satisfied’. Similarly on account of bonus out of 170 respondents, 30 (17.64%) ‘Highly Satisfied’, 130 (76.47%) ‘Not Satisfied’. In the conclusion, we can say that Colum ‘Not Satisfied’ was more than ‘Highly Satisfied’ and ‘Highly Satisfied’ was more than satisfied say about the all response like wages, workload, poor working conditions, retrenchment, personal conflicts, poor welfare facilities and bonus etc. The table data show about major factors of industrial disputes were high satisfaction level was very low in compare to not satisfaction level it means automobile workers not satisfied from the Wages, Work load, Poor working conditions, Political interference, Retrenchment, Personal conflicts, Poor welfare facilities, Bonus, Payment, Absenteeism Major Context for Industrial Disputes.

Regarding the settlement of disputes were 72 percent were more than and 12 percent were less than. In the Colum ‘Yes’ 72 percent and Colum of ‘No’ 16 percent and cannot say 12 percent. In this way, this table shows that 72 percent were more than and 12 percent were less than about of settlement of disputes in Industry.

The types of settlement of disputes highly satisfied collective bargaining more than 160(88.88%) and mediation less than 110 (61.11%). In this Colum of not satisfied mediation more than 60 (33.33%) and collective bargaining less than 10 (5.55%). In the Colum of satisfied adjudication more than 25 (13.88%) and Conciliation, Mediation and bargaining less than 10(5.55%), 10 (5.55%) and 10 (5.55%). In this table on account of Conciliation out of 180 respondents, 120 (66.66%) highly satisfied, 50 (27.77%) not satisfied, 10 (5.55%) satisfied. Similarly on account of adjudication out of 180 respondents, 130 (72.22%) highly satisfied, 25 (13.88%) not satisfied, 25 (13.88%) satisfied. Similarly on account of mediation out of 180 respondents, 110 (61.11%) highly satisfied, 60 (33.33%) not satisfied, 10 (5.55%) satisfied. Similarly on account of collective bargaining out of 180 respondents, 160 (88.88%) highly satisfied, 20 (11.11%) not satisfied, 10 (5.55%) satisfied. In the Conciliation, we can say that highly satisfied more than not satisfied and not satisfied more than satisfied in the responses like
conciliation, adjudication, mediation, collective bargaining and arbitration. It means automobile workers were very satisfied from the Settlement of Disputes machinery in Industry.

Regarding the various method of disputes settlement in the Colum of ‘yes’ 36 percent and in the Colum of ‘no’ 16 percent and Colum of cannot say 8 percent. This table shows that more than 76 percent and less than 8 percent workers know about the Various Methods of Disputes Settlement.

The court proceedings more than 140 (73.68%) and voluntary arbitration less than 75 (39.47%) in highly satisfied, in the Colum of not satisfied any other approach more than 85 (44.73%) and less than court proceeding 25 (13.15%). In the Colum of satisfied voluntary more than 50 (26.31%) and any other approach less than 10 (5.26%).In this table, on account of mutual negotiations, out of 190 respondents, 110 (57.89%) highly satisfied, 40 (21.05%) not satisfied, 40 (21.05%) satisfied. Similarly on account of voluntary arbitration, out of 190 respondents, 75 (39.47%) highly satisfied, 65 (34.21%) not satisfied, 50 (26.31%) satisfied. Similarly on account of conciliation proceeding, out of 190 respondents, 120 (63.15%) highly satisfied, 55 (28.94%) not satisfied, 15 (7.89%) satisfied. Similarly on account of court proceeding, out of 190 respondents, 140 (73.68%), highly satisfied, 25 (13.15%), not satisfied, 25 (13.15%) satisfied .In the conclusion, we found that highly satisfied more than not satisfied and not satisfied more than satisfied about different response like mutual negotiation, voluntary arbitration, conciliation proceeding, court proceeding and any other approach.

**Section C: The contribution of trade unions to maintain Industrial relations in Automobile Industry:**

It can be clearly understood that 200 respondents out of 250 (that was, 80 per cent) were strongly in favour of the view that trade unions were very much needed In this way, we can say that majority of respondents were saying about the need of the trade union and very few person are unfavour need of the trade union.

It clearly indicates that 60 per cent of the respondents (that was, 150 out of 250) had been taking part in the activities of the trade unions regularly in Very Actively involved
in the General Body Meeting Only. It their active involvement and thereby the necessity for the trade unions indirectly. But 24 per cent of the workers Very Actively involved in day to day activities of the Trade Union and found to be regularly taking part in trade union activities. 8.0 percents were involved as per the Agenda of Meeting, 4.0 percent and 4.0 percent were Involved Only Union, the Pressure of Peer Group/Co-Worker Only and any others. In the conclusion, we can say that majority of respondents participate in general body meeting only one except very less participation of workers in day to day activities of the trade union, the Agenda of meeting and the pressure of peer group/co-worker only. It disclose the need or importance of trade union, majority of need trade unions 16.0 percent for Safeguard against the victimization, In this way major need of trade unions due to Safeguard against the victimization, protect the basic right of the workers, if resolves the workers grievances/problems, union always fight to enhance their salary/wages and other monetary benefits and help in maintaining the Industrial peace and better healthy, harmonious industrial relation into Automobile Industry.

This clearly exhibits that a high proportion of the respondents (that was, 48 per cent) prefer the functioning of more than two unions in each working unit. According to them, the union activities would be more effective due to the healthy competition between them in serving the workers. But the workers of the study units were mostly found in favour of more than one union per unit structure due to the fact that it can promote the union activities in terms of competency, democratization, dynamic and effective functioning. In the briefs, the researcher focus that trade union leader want more than two union per unit except the one union per unit, two unions per unit in the Automobile Industry.

This exhibits the methods by which workers had been motivated to become a member of these trade unions. From the opinions of the union leaders as presented in Table 6.5, it can be understood that the workers join as members of the trade unions both by their own voluntary decisions and through canvassing. Only 16.0 per cent of the union leaders had expressed the view that the members had joined the unions on their own voluntary decisions while 80.0 per cent had expressed the opinions that canvassing was also important in spite of the voluntary enrolment of membership. It had clearly shown that canvassing for membership was inevitable.
This shows the loyalty of the members to their trade unions in terms of a change from one union to the other union. 76 per cent of the respondents were found to be stuck members who had to their unions without changing their membership. Secondly majority of the workers did not want change the membership because they know very well about the earlier Trade Union leaders and it was not ethically or devotedness towards their union.

Trade union leaders on their relationship with co-office bearers in the study units, it could be clearly understood that, 17 out of the 25 respondents, 68 per cent of them had responded that their co-office bearers had been co-operative with them and However, 68.0 per cent of the leaders (17 out of 25) had been found to have experienced a good relationship with their co-office bearers. It implied the existence of a good level of co-operation among the trade union leaders. In this way, we can say that former trade union leader were co-operative not very co-operative in different issues/problems of the workers to discuss/resolves with the management personnel.

This data shows that trade unions members faced the problems as a union members, 28 percents were consider as a burden/problem creator, This table shows that management of 28 percents members were faced problem because the management recognized the trade unions leader as a burden/problem create, secondly the hostile attitude of the management, lack of acceptance as a bargaining Agent, lack of recognition as trade union leader/representative of workers etc. So the trade union leader faced the problem towards management and workers.

The analysis about the suggestion of trade unions leaders about to maintain industrial relations, In the table 20.0 percents were majority of suggestions of Provide better working conditions, The conclusion of the table that 20.0 percent or majority of trade unions leaders suggestions to Provide better working conditions of work as the labour-legislation requirements, avoid chance of strike/lockout etc for the workers and to maintain the industrial relation into the Automobile Industry.
Section D: The effectiveness of collective bargaining and role of worker’s participation in management in promoting harmonious Industrial relations in Automobile Industry:

It explain about the collective barraging, 84.0 percents were the majority in the favour of yes, It was find out that maximum respondents were knowing about Collective Barraging and very less respondents were not knowing about the collective bargaining. So we can say that management personnel know very well about the collective bargaining into Automobile Industry.

The data analysis that majority of 32 percents were provide a common platform to resolve the Conflict/Grevenese /Disputes, In this way we can say that there were much need of collective bargaining because collective bargaining provide a common platform to resolve the conflict/grievance/disputes of workers and management, collective bargaining efforts to minimize the human conflict or industrial conflict and it maintain the industrial relation in Automobile Industry.

It shows that 24 percents were majority and In this way the data show that majority respondents were 24 percent in Wages and Working Conditions In conclusion, we can say that there were some major functions of collective bargaining were wages and working condition, health and safety, discipline matters, grievances staff transfer and promotion and etc are used/applied into Automobile Industry.

It describes the causes of collective barraging and 32.0 percents were Rivalries’ among the Trade Unions/Conflicts among the Trade Unions leaders. In this way, we can say that 32 percent majority of causes/factors were rivalries among the trade union/conflict among the trade union leaders, lack of clarity about the Agenda, inadequate intervention etc were the major factor affect the collective bargaining into the Automobile Industry.

The data describes about the effective Collective Barraging that 28.0 percents were majority in Regular intervene/Meeting, Table 7.5 shows that majority of respondents 28 percents. In this way, we can say that 28 percent respondents were majority of in effective collective bargaining. Proper minutes/ recording of collective bargaining, fixed
time frame for implementation etc play the important role for effective collective bargaining in Automobile Industry.

It was define about the scheme of worker Participation in Management that 88.0 percents were know about the Scheme of Worker Participation in Management. In this way, we can say that maximum respondents were know about the worker participation in management.

This was explain the required of Worker Participation in Management, 28.0 percents were majority in Establishing Harmonious Industrial Relations, The Conclusions of this table was that 28.0 percents were majority for Establishing Harmonious Industrial Relations and without worker participation in management, we could not claim any industrial peace, higher productivity, democracy, quality of working life, mutual co-operation of employees and employer into Automobile Industry.

It was describes about Considering the existence of Bodies in Organization, 92.0 percent were Works Committee and In this way, we can say that majority of respondents were related to Works Committee and others bodies were very less in the table and it means works committee play the important role in industrial relation in Automobile Industry.

It was denotes about the Factors Responsible for The Failure of Worker Participation in Management, 28.0 percents were Lack of Education/Training of Workers to Participate. In the conclusion, we can say that majority of the factors are lack of education/training of workers to participate, manager fear of giving up power, worker fear of victimization by management etc were play the major role for failure of worker participation in management in Automobile Industry.

The data analysis about the Suggestions for Effective Worker Participation in Management, 28.0 percents were Majority of Managerial Attitude, In this way, table analysis about the suitable suggestions from the management were managerial attitude, union co-operation, meaningful participation, worker participation etc were very effective in worker participation in management in Automobile Industry.
Section E: The wages and social security measures provided by the employers to maintain Industrial relations in Automobile Industry:

This shows that an examination of the table depicts the following: The employees feel that the wages and allowances structure granted by the company. Wage structure with maximum score of 39.6 percent, Employees were satisfied with the provident fund. The analysis of the table shows that to following factors such as wage structure, provident fund, over time rate, dearness allowances etc workers were very satisfied from the wage and allowance in Automobile Industry.

The observation of that among the employees 148(59.2%) were highly satisfied about the wage structure of organization; about 59.2 percent of the employees also had accepted that the wage structure of organization was effective. Therefore the wage structures were an equitable one and employees were satisfied toward the wage structure into Automobile Industry.

The observation of the Table 8.3 shows that 16(6.4%) respondents representing belong to the category of highly satisfied, 54(21.6%) respondents representing belong to the category of satisfied, 122(48.8%) respondents representing belong to the category of neither satisfied nor dissatisfied, 58(23.2%) respondents representing belong to the category of dissatisfied, therefore Dearness allowance was an inequitable and workers were unsatisfied to give the dearness allowance by the Automobile Industry.

The observation of the data shows that 94(37.6%) respondents representing belong to the category of highly satisfied, Therefore the Overtime rates of organization were an equitable and workers were satisfied from the overtime rate paid by the Automobile Industry.

The observation of the shows that 60(24.0%) respondents representing belong to the category of highly satisfied, 87(34.8%) respondents representing belong to the category of satisfied, therefore the night shift allowance paid by the organization was adequate and workers were satisfied towards the night shift allowance paid by Automobile Industry.
It was evident from Table that 109(43.6%) respondents representing belong to the category of highly satisfied with the payment of Incentive schemes 97(38.8%) respondents representing belong to the category of satisfied, Therefore the Incentive schemes were reasonably spread over; covering employees of all cadres which were an adequate and satisfied of the workers into Automobile Industry.

It was evident from that 12(4.8%) respondents representing belong to the category of highly satisfied with the payment of Bonus, 31(12.4%) respondents representing belong to the category of satisfied, Therefore the payment of Bonus was reasonably spread over; covering employees of all cadres which were an adequate and the workers were satisfied from the bonus received by Automobile Industry.

The observation of that 58(23.2%) respondents representing belong to the category of highly satisfied with the payment of wages paid were on par with promotion 157(62.8%) respondents representing belong to the category of satisfied, Therefore the wages paid were on par with promotion by the organization was adequate and workers were satisfied in the Automobile Industry.

The observation shows that 7(2.8%) respondents representing belong to the category of highly satisfied with the payment of Paid holidays, 93(37.2%) respondents representing belong to the category of satisfied, 85(34 %) respondents representing belong to the category of neither satisfied nor dissatisfied, 18(7.2%) respondents representing belong to the category of not satisfied and 47(18.8%) respondents representing belong to the category of not at all satisfied. Therefore Paid holidays by the organization are adequate and the employees are satisfied in the Automobile Industry.

The observation shows that 136(54.4%) respondents Representing belong to the category of highly satisfied with the payment of Paid Provident Fund, 76(30.4%) respondents representing belong to the category of satisfied and 38(15.2%) respondents representing belong to the category of neither satisfied nor dissatisfied, So, therefore Provision for Provident Fund by the organization is adequate for the workers in the Automobile Industry.
The observation shows that 71(28.4%) respondents representing belong to the category of highly satisfied with the payment of financial advance, 22(8.8%) respondents representing belong to the category of satisfied, 77(30.8%) respondents representing belong to the category of neither satisfied nor dissatisfied, 73(29.2%) respondents representing belong to the category of not satisfied and 7(2.8%) respondents representing belong to the category of not at all satisfied. In conclusion, therefore the financial advance paid by the organization is inadequate or unsatisfied of the employees in Automobile Industry.

It reveals the opinions of sample about the provision of social security benefits. Among the Workers who constitute 250, all of them said that the company provides social security benefits like provident fund, gratuity, pension, maternity benefit, insurance benefits and accidental benefits etc. From the above analysis, it can be concluded that the company provides social security benefits like provident fund, gratuity, maternity benefit, insurance benefits and accidental to its employees in the Automobile Industry.

This shows the overall satisfaction of sample respondents with the social security benefits provided to them. Among the total sample employees, majority of them who accounts for 52.0 per cent was highly satisfied with the social security benefits provided to them. It can be concluded that majority of the sample was highly satisfied with the social security benefits provided to them by the employer or industry. It reveals whether the provision of welfare and social security measures helps in increasing the productivity of the company or not.

It reveals the opinions of sample employees on the quantum of Gratuity benefit provided by the company. Among the sample employees, majority of them who accounts for 50 per cent felt that the quantum of gratuity benefit is high. Those who follow it and who account for 32 per cent felt that the quantum of gratuity benefit is very high. The remaining sample employees who constitute 18 per cent felt that the quantum of gratuity benefit is moderate. From the above analysis, it can be concluded that the quantum of gratuity benefit is high as felt by majority of the respondents in the Automobile Industry.
It projects the opinions of sample employees about the adequacy of insurance benefits provided to them. Among the total sample employees, majority of them who accounts for 42.0 per cent felt that the insurance benefits provided by the company were moderately adequate. In the remaining sample, employees who felt that the insurance benefits were inadequate were relatively more than those who felt that the insurance benefits were highly inadequate. The analysis reveals that the insurance benefits provided by the company were moderately adequate. It reveals the opinions of sample employees about the adequacy of mortality benefits. Among the total sample employees, majority of them who accounts for 40.4 per cent felt that the mortality benefits provided by the company were very highly adequate. In the remaining sample, employees who felt that the mortality benefits were moderately adequate were relatively more than those who felt that the mortality benefits were inadequate. The analysis reveals that the mortality benefits provided by the company were highly adequate and very highly adequate.

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This shows the overall satisfaction of sample respondents with the social security benefits provided to them. Among the total sample employees, majority of them who accounts for 52.0 per cent was highly satisfied with the social security benefits provided to them. It can be concluded that majority of the sample was highly satisfied with the social security
benefits provided to them by the employer or industry. It reveals whether the provision of welfare and social security measures helps in increasing the productivity of the company or not.

Among the total sample employees, majority of them who accounts for 80.8 per cent said that the provision of welfare and social security measures helps in increasing the productivity of the company. In this way, we can say that majority of respondents were saying that welfare and social security measures help in increasing the productivity of the industry in Automobile.

This shows whether the provision of welfare and social security measures helps in improving industrial peace or not. Among the total sample employees, majority of them who accounts for 45.6 per cent said that the provision of welfare and social security measures helps in improving industrial peace. So majority of the respondents were in favour of welfare and social security measures help in improving industrial relation into Automobile Industry. It shows whether the provision of welfare and social security measures helps in controlling employee absenteeism. Among the total sample employees, majority of them who accounts for 45.6 per cent said that the provision of welfare and social security measures helps in controlling absenteeism. The analysis reveals that the provision of welfare and social security benefits helps in controlling absenteeism in the Automobile Industry. Finally all the determinants of industrial relation taken for study in relation to automobile industry were positive in the present study and shown positive impact on industrial relations as harmonious industrial environment seen in the selected industries.

**Recommendations:**

Based on the findings, the following proposals are advanced for improving the industrial relations position in the private enterprises in Haryana.

1. **Wages must be Adequate:** In the present study, the data shows that wages or salary did not good in the industry. So the industry should provide the proper wages or salary to the workers. So that workers would be satisfied and industrial-relations will be increased.
2. **Stress Management Techniques must be adopted:** The present study found that majority of the workers feels stress in the organization. The employer should help the workers to overcome the stress, because workers are the main producer of the industry.

3. **Eradicate the causes of industrial disputes:** The present study found that the major cause of industrial disputes were wages, workload, poor working conditions, political interference, retrenchment, bonus, payment and absenteeism etc. It is recommended that the employer should minimize the above causes of industrial disputes.

4. **Improve co-operation among former trade union leaders:** The present study found that the former trade union leaders were not very co-operative with the present trade union leaders. It is recommended that the attitude and behavior of the former trade union leaders should be changed. So that the present trade union leaders did very good work for the worker.

5. **Dearness Allowances should be provided by the management:** The present study found that majority of the workers were not satisfied with the dearness allowances. The management should provide the proper dearness allowances, so that the workers and management will be satisfied in industry.

6. **Management should give proper bonus facilities:** The present study found that not satisfied with the bonus facilities. It is recommended that management should provide the bonus benefits as per the payment of bonus act 1965.

7. **Advance should be provided by the employer:** The present study found that workers were dissatisfied with the advances. The management should give the advances to the workers. So that they felt satisfied and industrial relations will be improve in the industry.

8. **Management should have positive attitude towards the Workers:** The present study found that workers feel fear to interact with the management staff and management did not in a good manner with them. They are dealing with them as a
boss. So it is recommended that the attitude of the management towards workers should be improved. So that industrial relation will be good in automobile industry.

9. **Management did not recognized trade union as a burden/ problem creator:** The present study found that majority of the trade union leaders recognized as a burden / problem creator by the management. So that the management should be improve themselves for the healthy relations between workers and management in the automobile industry.

10. **Employer should provide the Factory House:** the present studies found that majority of the workers were living in the rented house. It is recommended that the employer should arrange the factory houses for the employees. So that they feel very well in the automobile industry and industrial relations will be very good in the industry.

11. **Management should be co-operate researchers:** During the present research work the researcher collected the data in the above industries; the researcher faced the problem to take the permission for the research. So that management should co-operate with the researchers. Because the research work done by the researchers help the employer to work better for the welfare of the employees. The findings of the present research study will be valuable for the management and industry.

12. **Management should allow researchers to interact with the workers:** During the data collection the management did not allow the researcher to interact with the workers because they felt that the researcher will be disclosed about our policy and system of industry. But all the assumptions of management were wrong. The researcher explained only all the true facts about the industry.

13. **Provide more Economic Benefits:** It is evident from the study that wages, bonus and allowances continue to be the main causes of disputes in the private enterprises in Haryana. It is also found that most of the units are not providing adequate economic benefits to their employees in a time-bound manner.
Therefore, it is suggested that the management in both the sectors revise and implement the economic benefits of the employees after considering the workload and the cost of living index.

14. Amend and Implement adequate Work Load policy: It is observed from the study that the ‘workload’ was another important cause of disputes in and private enterprises in Haryana. Therefore, it is suggested that the management should reconsider the workload of the workers after conducting time study and motion study. Discussions with the employees and trade unions may also be arranged, if needed.

15. Should make timely Implementation of Agreements: It is revealed from the study that the ‘violation of agreement’ is another cause of disputes in the public sector. Therefore, it is suggested that the management in the public sector should implement the long term wage agreement in a time-bound manner without violating the conditions specified in it.

16. Change the Attitude of Workers, Unions and Management: A large majority of employees in the private sector opined that the attitude of management towards strikers was ‘strict’ or ‘very strict’. Industrial relations are never a one sided game, but depend on the mutual understanding, faith and goodwill of all the actors (i.e. employees, trade union leaders and management personnel) in the industrial relations system. The positive attitude of one party towards the whole issue needs to be favorably responded to by the other. Therefore, it is suggested that the workers, trade union leaders and management personnel should not only be aware of their rights but also their obligation towards the industry and to the society.

17. Management should take workers and trade unions into confidence: It is observed that a majority of management personnel and employees in the private sector opined that the management had a general hand in the settlement of dispute. Therefore, it is suggested that the management should consider taking the
trade unions/employees into confidence for the dispute settlement. This will help in the speedy settlement of disputes and also to improve their morale.

18. **Strengthen Union-Management Relations:** The relations between union and management will have a direct bearing on the industrial relations. The study revealed that the union management relation in the public and private enterprises was only ‘satisfactory’. Hence, the management and unions may consider this and further develop a positive attitude for better union management relations.

19. **Ensure Timely Settlement of Disputes:** Even though the number of disputes in the public sector was low, the ability of the management in the dispute settlement was found to be ‘moderate’, as opined by a majority of employees. Therefore, it is suggested that the management should make it sure that the dispute is settled as and when it arises.

20. **Involvement of Lower Level Management in Dispute Settlement:** It is revealed from the study that the top level management and middle level management were usually involved in the settlement of disputes and the involvement of lower level management is much less. Therefore, it is desirable that the lower level management consists of officers and supervisors who may also allowed settling disputes because they know the ‘real cause’ of the disputes in their sections or departments.

21. **Empower the Dispute Settlement Machinery:** It is found that only 62.61 per cent of the disputes dealt with by the machinery are settled in a year. The industrial relations position of the State can be improved further, if the machinery is strengthened. So, the Government may also consider the ways and means for strengthening the existing.