CHAPTER: 2
CHAPTER: 2

REVIEW OF LITERATURE

2.1 Introduction:
A collective body of research work done by earlier scientists or researchers is technically known as literature. Any scientific investigation starts with the review of available literature. Because it an essential practice of reviewing literature. Thus review of related literature allows the researcher to know the amount of work done in the concerned area. The clarity of the problem is possible with the thorough understanding of the knowledge generated in the area of research. It also helps the researchers to familiarize the researcher with the work that has been done on the concerned subject and helps him to point out the differences or unexplored the area for the future research. It helps the researcher to know the research method, techniques, procedure, source of data and presentation of data through use of statistical technique etc. Therefore, the review of related literature provides the insight regarding the positive points and limitations of the studies which enable the researcher to improve his investigation his own investigation and to arrive at the proper prepare of the present research studies. As we know, all over the world the scenario of industrial relation is going to be changed at great extent due to liberalization, globalization, privatization and modernization of industrial establishment. A very few research studies has been conducted by the researcher on determinants of industrial relation in auto mobile industries in Haryana – a study of Gurgaon. Keeping in view, an attempt has been made to present the review of selected literature related to the working condition, occupational life, contribution of trade union collective bargaining, workers participation in management, wages of the industrial workers presented in this chapter.

Mallikarjuna, N.L.(2016).in his research study entitled on “Growth of Industrial Relations in India: Era of Liberalization”. The main objective of this study was to study the main causes of industrial disputes in India. The study was based on secondary data, where post - reform period (1995-2013) has been undertaken. The data was
collected from indiastat.com and ministry of statistics & programme implementation. The data was analysis in average and percentages. The study reveals that during 2009 and 2001-2007 the industrial relation in India was not good, there was no co-operation between employees and employers which need improvement. Allowances employees were affected more in 2011 as compared to 2012, which indicates that industrial relation in India are improving. The study also reveals that in 2010, 21.4 percent of disputes were caused by demand of higher wages and allowances, in 2013 wages and allowances accounted for 21.8 percent of disputes. In 2010 disputes caused by personnel were 14.1 percent and retrenchment was 2.2 percent. In 2013, 9.6 percent of disputes were caused by personnel and 0.4 percent of disputes were caused by retrenchment. 6.7 percent of disputes caused by bonus in 2010 and 3.6 percent in 2013. 0.5 percent of disputes were caused by leave and hours of work in 2010 and 0.4 percent in 2012. 29.9 percent of disputes were caused by indiscipline and 40.4 percent in 2012. It was recommended that the employee and employers should help in the developing healthy atmosphere at the workplace place. The participation of workers in the management of industrial should be encouraged. The management and union have adopted peaceful methods for resolving disputes.

**Khan, Nawab Ali. (2014). "Labour Relations Practices in Sugar Industry of Uttar Pradesh (INDIA)".** This study examines the Labour relation practices in sugar industry of Uttar Pradesh aims at making a comparative analysis of relations in the sugar mills of state insofar as they obtain in public ,private and cooperative sector sugar mills of Uttar Pradesh . The most important objective of the study is to study the Labour relation practice , to conduct attitude survey on selection samples, to highlighted the strong areas where the sugar mills would be advices be advised to capitalize on and, to identify problem area and formulate suitable recommendations to improve the pattern of Labour relations in sugar mills of Uttar Pradesh .The ‘ respondents’ views were taken on a number of common aspects relating to Labour relations practices of their respective mills. In the study, an attempt has been made to evaluate their views on these issues: Respondents’ opinion towards the personal policies and practices the following data reveal the opinion of respondent’s personal policies and practices in the sample sugar mills Sugar industry is the most important industry in Uttar Pradesh as elsewhere in the
country. The last few decades have witnessed a salient industrial revolution in this part of the country resulting in the transformation of predominantly agricultural economy into an important industrial economy. Impressive progress has been made in the field of large, medium and small-scale industries in Uttar Pradesh. The State continues to maintain a matching position among the industrialized states of the country. There were only 14 sugar factories in Uttar Pradesh in 1932. At present there are nearly 130 sugar mills in the state, each depending upon 150 to 400 villages for its cane supply. On an average, the industry covers about 20,800 villages. But in recent years, due to low productivity, most of the sugar mills of the State are running in losses and are unable to maintain harmonious Labour relations. It is against this backdrop that the present research paper attempts to evaluate the Labour management relations practices in Sugar Industry of Uttar Pradesh. The present research study is an exploratory study which conducted on Labour relations practices in sugar mills of Uttar Pradesh. Through this study, the authors bring out certain significant differences in the Labour relations practices of public, private and cooperative sector sugar mills of Uttar Pradesh. The findings of the study show that there is a significant difference between mills with respect to the Labour relations practices. It shows that private sector sugar mills of Uttar Pradesh have attained greater cooperation of workers as compared to public and cooperative sector sugar mills of the state

Kumar Abhimanyu and Taunk Anshu.(2012). “Workers’ participation in management: a case study of national thermal power corporation in India” The aim of the study is to examine the presence of participative of forums to the extent of implementation and to analysis the enhancement of the management in the maintenance of participative forums and the periodicity of meeting, to evaluate the role of workers in taking policy decisions, decisions on service and working condition, manufacturing and administration and supervision. In this study the suggestion used the decision design worker trade union leaders and managerial personal with the help of interview schedules. Mathematical and statistical tools such as average percentage chi-square test used for analysis of the compiled data. The chi square was applied at appropriate place to test the associations of the responses of different groups of respondents. It was tested at 5% level of the significance for the given degree of freedom. The research of the study found that
several participative forums involving workers and management representatives work in the National Thermal Power Corporation (NTPC), [Ramagundam] in Andhra Pradesh. The membership pattern in these participative forums reveals that the give an almost equal representation to both these categories. The workers representatives are capable of presenting their view quiet independently and freely in the meetings of the forums. The workers representatives are either elected by the workers themselves or by the trade union leaders the study revealed that the management of NTPC (Ramagundam) in Andhra Pradesh is found to implement almost all the important decisions of the participated forums. The management with the help of the workers ensures that they are capable of taking fruitful decisions regarding policy making, service conditions, productivity, manufacturing and administration and supervision. Thus it can be conclude that all these factors point out of the effective functioning of the scheme of participation of the workers in the NTPC [Ramagundam] Andhra Pradesh. The results of the findings shows that of the industrial are related with the issue of union recognition managerial aversion and approach of the stepparent towards union/employees/casual and contract employees It is also experienced and analyzed that the managerial style and tool, poor decision making skill of the managers also uses daily provision for healthy industrial relations. Immature, biased approach on industrial relation by the human resource Head and yielding to pressures of the shop floor management. Enterprises have to fight for the sustenance to keep the market share in the highly volatile competitive scenario. Almost all the companies had instituted and follow the existing best practices prevailing across the world TQM, TPM, TEI.

Arputharaj M. J. and Gayatri R. (2012). study on “Impact of Post-Reforms on Changing Industrial Relations Environment in Indian Industries - A Study”, The study provides evidence that the impact of globalization / post-reforms on industrial relations in Indian manufacturing Industries, influenced by the institutional arrangements in MNCs. The author suggests a potential role for the Head Human Resources of any industry in mediating the effects of globalization and importance of shop floor peace, organizational growth on employment relations. The result of the finding shows that majority of the industrial unrest or related with the issue of trade union recognitions, managerial aversion and approach stepparent towards union/employees/casual and
contractual employees. It is also explained and analyzed that the managerial, poor decision making skill of manager, immature, biased approaches on industrial relations by the human resource head and yielding to the pressures of the shops floor management. The study also suggested that the trade union of the human resource managers should change and he/she must play a role of umpire without any biasness. The human resource manager should be emphasis good communication logical thinking and having human attitude.

Anthony, P.D. Costa. (2011). In his research paper entitled on “Globalization Crisis and Industrial Relations in Indian Auto Industry”, this study Examines how the pattern of investment in the Indian Automobile Industry has changed. The author argues that the industrial relations climate has been an important determinant of that pattern Industrial. This paper examines how the pattern of investment in Indian automobile industry has changed .The author argues that the industrial relation climate has been an important determent of that pattern. Industrial relations climate is politically and institutionally determined hence any shift in the broader capital labor relation in the winder global economy due to institution governing industrial relation unionization, the specific trajectory. Of the Indian auto industry, and economy development strategies .When much of the global industry is reeling under the financial crises, India s industry has been expanding. However, the power of workers has been declining in conflict – ridden state just as globalization and deregulation have hastened capital flight to more pro –business .The paper draws some policy implication for employment security and lessons for other country in these turbulent times.

Sen, Ratna.(2011). “Multinational and Industrial Relations in India”, this study presents that the first decade of the 21st century witnessed a series of conflicts in India. Although nearly all these corporations have been characterized by excellent technical capabilities, reached great heights in efficiency and attained excellence in several areas. But they are facing serious problems in their relations with their employees and unions. Especially as worldwide recession tightened its grip on the businesses.

Raj, L. Santana.(2011). “Industrial Relations and Labour Productivity, A Study with Special Reference to sip-cot, Cuddlier District, Cuddlier” It is found that an over
viewing majority of the Respondents i.e. 98.90% Percent were Male and only a very few of them were female. Almost all the Respondents were the age of 40 years. While 34.90 Percent were having education up to the level of SSLC and 32.90 percent the Respondents were having the education up to the level of Post Graduation. It is very surprising to note here that the majority of the respondents i.e. 58.90 percent were unmarried and 22.85 present of the workers were trained by the orientation programmers only. 30.00 percent of the workers claim that they were promoted on merit basis; 21.40 percent of the workers are promoted on seniority basis; and 44.60 percent of the workers were promoted on seniority cum merit basis. It was also found that with respect to wage structure of employees, 57.00 percent of the worker was highly satisfied with the existing of wage structure 41.00 percent were satisfied and only 2.00 percent workers were not satisfied.

Prasad, Durga.(2011). “A Study on Welfare and Social Security Measures in Singareni Collieries Company Limited (With reference to Kothagudem Mines, Khammam District, A. P.)”, The result of the study found that the adequate statutory welfare and non statutory welfare provision has been providing to their respondents. Regarding these facilities, it has been providing adequate and suitable washing facilities separately both for men and women. The company uses mine water for the provision of washing facilities. Since there is a perennial supply of mine water due to continuous mining, the company depends upon mine water to cater to the washing needs of miners and other employees. The company provides special welfare amenities in the workmen colonies, which include provision of water, power, streetlights, drainage facilities, sanitary lines, removal of garbage, replacement of doors and windows etc. Further, it takes up activities like voluntary sweeping, development and maintenance of parks and playgrounds.

Venkatesh Dr. J. and Kala K. (2010). “Emergence of Industrial Relations and Improvement”. In this research article they stressed upon the meaning and conceptual understanding of industrial relation in various ways. They also highlighted the main objectives and its importance of industrial relation in India. They also highlighted the relevance of healthy industrial relation as it is the key of all progress and success of
industrial productivity. The research article also pointed out that the majors required for the good industrial relation such as, requirement of strong and stable trade union, mutual respect/trust/cooperation/believes/employees and employers effective collective bargaining, and worker participation as well as their senior implementation of their arrangement etc. In nutshell the article highlighted that the significance of good industrial relation in any country cannot be emphasized. It requires for economic progress of the country. Maintaining the industrial democracy, encourage the collective bargaining to boost the decuple and moral of workers.

Szell, Gyorgy. (2010). “Changing Labour Relations in China”, In this article the researcher highlighted that China is transforming in the last thirty years in an unknown speed, however, the social issue and Labour relations suffer a lot. The Chinese trade-unions are not autonomous, no right to strike and very weak in defending worker’s right. There are some 1,30,000 revolts every year for lost income, non-respect of worker’s right, going as far as killing managers and another hand, oppression and killing of workers. There are some 13,0000 revolts every year for lost income, non-respect of workers’ rights, going as far as killing managers and entrepreneurs on the one hand, and oppression and killings of worker on the other. Some enlightened scientist and union leaders call for action to create real trade unions with full rights. In this article researcher found that modernization and industrialization do not necessarily go hand in hand with human and social rights, the contrary even to be true. This situation and a very unfair tax system result in one of the most unequal Gini coefficients in the worlds with approximately 0.49, this in a country which calls itself socialist with a communist party at its helm. Most employers in china prefer the US model with weak trade unions

Fashoyin, Tayo. (2010). “Changing International Industrial Relations: A Summary”, in this article the researcher pointed out the how industrial relation has been over looked in climate change which is very much interlinked with industrial relation of any industrial establishment. Explain in the impact of employee participation on employment Market Labour contract law will face a major challenge in implementation. The tensions arising out of the reforms policies and strategies of the employers and government have led to an increase in Labour management conflicts. The researcher
further explored that the collective bargaining practices and structures can be responsive and adaptable to changing circumstances. Employee Participation in this research article examined both direct and representative participation of employees in Denmark and New Zealand, based on the hypothesis that the effectiveness of employee participation correlates positively with work environment quality. The effectiveness of employee participation correlation positively with work environment quality. According to the authors, the union learnt important lessons from participation in the government, Trade Modernizations fund UMF, which was launched in 2005. The lesson learnt were significant in helping to upgrade capacity in trade union, improved communication and information sharing and significance learning experience in contracting relation. Trade union learnt a lesson that helping to upgrade capacity trade union important communication and information sharing. It is also studied and found that the critical role of trade union in helping to promote unpopular government policies not only confers a measure of relevance to union, it enhance their bargaining power and present opportunities for union revitalization.

**Bhangoo, Kesar Singh.** (2008). in his study entitled on “Regional Pattern of Industrial Disputes in India: A Study of Re-organized Punjab (1967-2003)”, This study enquires into the trends in the industrial relations scenario of Punjab and spans over a period of 37 years, (1967-2003). The paper attempts the study that the share of the personnel matters in causing disputes was increasing through economic causes dominated over the period. This paper attempt a detailed analysis of industrial disputes and worker stoppage, their forms, extent and volume, nature, and cause, duration, performance, and efficiency of industrial relation machinery and comparative analysis of strike and lockout suggest the phenomenon of rising and emerging the lockouts which started appearing on the industrial relation scene of the state. The study also pointed out the poor performance and inefficiency of the state’s industrial relations machinery. Therefore there is an urgent need to recognize, reorient and reconstruct this machinery to cope with the present day need.

was collected from employees in the public and private enterprise in Kerala based on structured interview schedule. The universe of the study consisted of all the 4251 employees in the selected public and private enterprise (medium and large) in the state. Of these 1393 employees [10%] from the public enterprises and 286[10%] from the private enterprises were selected through a stratified random sampling method. Data analysis was done through weighted mean and percentages. The result of the present study shows that the employees in both the public and private sectors unanimously identified wages and allowances as the main cause of disputes. But there was no unanimity among them as to the other causes. They perceived bonus, workload and violation of agreement as the other important causes in both these sectors. More than 75 per cent of employees opined that the extent of successful strikes was below 50 per cent. Reasonable demands and unity of workers were the most important reason for the success of strikes in both the public and private. The employees in both the sectors opined that non-cooperative management and disunity of workers were main reasons for the failure of strikes.

Venugoplan. (2007). “Industrial Relations in the Public and Private Enterprises in Kerala”, in his thesis he, examined the nature and causes of disputes, the role and involvement of employees, trade union leaders and management personnel in disputes, union management relations involvement of employees in trade union activities and the performance of the settlement machinery. The study identifies that the economic benefits like wages, bonus and allowances provided to employees in the public and private enterprises in Kerala were not sufficient, which were the causes of the disputes in these sectors. The workload is another cause of dispute in the public and private enterprises in Kerala. The study further examined that the Violation of agreement is an important cause of disputes in the public sector. It is also highlighted that the existing union management relationship was not appropriate. The finding of the study also revealed that the conciliation and negotiation were the most preferred and usually used form of dispute settlement in both the private and public sectors.

Katuwal, Shyam Bhadur and Randhawa, Gurpreet. (2007). In their research study entitled on “A Study of Job Satisfaction of Public and Private Sector Nepalese
Textile Workers”, this study attempts to measure and compare the job satisfaction of workers in the public and private sectors textile factory in Nepal. Also it attempts to measure the allover job satisfaction of the textile worker in Nepal. Data were collected from a sample of 372 workers (238 from public sector and 134 from private sector textile factories respectively). The result of the study reveals that both the public and private sector textile workers are, by and, large, simpler in their perception towards the facets of the job. Along with this, result reveal that the textile workers in Nepal have a high dissatisfaction with the facets of the job that involve the monetary expenditure of the organization, the behavioral aspect of management and employment policy of the organization.

Gurusamy,G.(2007).“Industrial Relations in Cement Industry in South Tamilnadu”

It is found from the age-wise classification of the workers that 56 per cent of them were in the age group of 41 to 50 years. It might be either due to the meager rate of fresh recruitments or the appointments of already experienced workers to a great extent or both. 36 per cent of the workers have had their education only up to the matriculation level while 22 per cent of them were found to have only one fourth of the workers have strongly agreed to the studied up to the higher secondary level of education per cent of the workers had their family size between 4 and 6 members. 64 per cent of them were and 43 percent of the respondents were having service experience about 20 years. The study analyzed that the majority of the respondents those who had left their previous jobs were found to be under the impression that they were underpaid in their earlier job 82 percent of respondents were satisfied with the prevailing Labour management relationships. 59 per cent of the workers were found to be in favor of representing their grievances through the trade unions only while the remaining 41 per cent of the ,workers are in favor of direct representations to the management. Proposition that that worker’s participation in management would always help in maintaining and promoting the harmonious Labour-management relations. However, 63 per cent of the workers had stated that it helped to maintain the peaceful industrial relationships only on certain occasions 64 percent of the workers are of the opinion that higher wages, bonus payments and profit sharing could always ensure and promote cordial Labour-management relationships. Among the workers, only 64 percent are found to have expressed the opinion that co-partnership
approach would be helpful in maintaining good industrial relations only during certain occasions. As per the opinion of Workers these were major determents in the industry i.e. Proper pay of bonus, adequate promotion and retrenchments policy, Timely payment of wages and other mandatory allowances. It was also found that majority of disputes were settled through the process of Mutual negotiations, voluntary arbitration, conciliation.

Kuruvilla, Sarosh. (2006). in his study entitled “Change and Transformation In Asian Industrial Relations”, He has identified that industrial relations systems change due to shifts in the constraints facing those systems, and that the most salient constraints facing IR systems in Asia have shifted from those of maintaining labor peace and stability in the early stages of industrialization, to those of increasing both numerical and functional flexibility in the 1980s and 1990s. The evidence to sustain the argument is drawn from seven “representative” Asian IR systems: Japan, South Korea, Singapore, Malaysia, the Philippines, India, and China. We also distinguish between systems that have smoothly adapted (Singapore, Malaysia, and the Philippines) and systems that have fundamentally transformed (China and South Korea), and hypothesize about the reasons for this difference.

Shenoy, P.D. (2006). “Globalization: Its impact on Industrial Relations in India”, in his edited compendium titled “Globalization: Its impact on Industrial Relations in India”, He identified the new system of international economic relations in the field of investment, production, trade, finance or technology. It identifies the current relevant subject of globalization and its impact on industrial relations and Labour market institutions and also organized and unorganized workers. The study also discusses at length the impact of globalization on the informal economy covering inter alia the size and characteristics of the informal sector along with various steps taken by both Central and State Governments to improve the economic lot and social security status of the informal sector workers.

Poonia, V.S. and Garg, Rakesh. (2006). Study on “Dimensions of strike: A Study of Textile Workers of Punjab”, A sample of 300 workers who had participated in any strike during the last five years (1996-2001) was interviewed. A structured interview schedule was prepared consisting of close-ended statement and respondents were asked
to give their opinions. Simple statistical tool, such as, percentage have been used for present study. The analysis of the study reveals that the maximum numbers of workers approach their union leaders in case of any grievances. It may be due to the reason that most of the textile workers are of the migratory character, which forces them to consider trade union leader as the reliable authority. Further, maximum number of the worker believed that a group of workers initiates the idea of strike. The study also reveals that sometime workers accept the decision of the strike taken by their union leaders and sometime union takes the decision of strike under the pressure of the workers. It depends upon the aggressiveness of the worker on the other hand. The study further explicates that although maximum number of worker approach their trade union leaders for the resolution of their grievances, yet they considered crook behavior of trade union leaders as the main reason for the failure of any strike. Moreover, worker most of the time work in conformity with each other about the continuation or discontinuation of strike. The study also specifies that the most common manifestation for expressing their grievances used by workers beside strike is slow down as it inflicts maximum number loss on management with no or minimum loss on workers as they got their payment for that period. The analysis of the result shows that majority of the workers prefer direct negotiation method for the resolution of their disputes. The reasons for disinclination towards the direct methods of negotiation revealed by workers are the existence of multiple union structures, absence of recognized union, lack of accommodative attitude, inefficiency of trade union leaders, dominance of management, and lack of trust between management and employers. Result of the recommendations that trade union leaders still considered as an important channel to show their agitation by workers. So the union can be used in a constructive way to prevent frequent strikes. Moreover, efforts should be made to create an environment in which disputes relating to Labour are settled at the plant level itself. A body consisting of representative of the worker and management should be constituted at the plant level so that the difference between the worker and the employer are resolved at the earliest possible opportunity, before they assumed the status of a dispute. The present study finds the inquiry into the different dimensions of strike in textile industry of Punjab. The study finds that maximum numbers of worker’s approach their unions’ leaders in case of any grievance. Moreover, maximum numbers of workers
believe that a group of workers initiate the idea of strike. Sometimes workers accept the decision of strike taken by their union leaders and sometime union takes the decision of strike under the pressure of workers. Majority of workers prefer direct negotiation method for the resolution of their disputes. The study recommends that as the trade-union leaders are considered as an important channel to show their agitation by workers, it can be used in a constructive way to prevent frequent strikes.

**Ravi, R. (2006). “A Case Study in IR Problems at Toyota Motor Private Limited”,** the case examines the industrial relations problems at Toyota Motor Pvt. Ltd. The case discusses the various reasons, which led to the dispute between the management and employees of Toyota Motors. The case highlights the growing number of clashes between the employees and the management of companies in India, which is guided by external parties such as trade unions and political parties. In 2004 dispute in Toyota Company but those employees involved strike activity, they were dismissed from their job in 2006.

**Moorthy, N. Krishna.(2005). In his research paper entitled on “Industrial Relations Scenario in Textile Industry in Tamilnadu”,** This study is an attempt to identify the changes that have occurred in industrial relations scenario in textile industry in Tamil Nadu after the economic reforms introduced during the 19th century. The major finding of the study are that both the number of disputes and the number of workers involved in the dispute have come down gradually in the after reforms period in Tamil Nadu. But at the same time the man days lost due to strikes and lockouts show an increasing trend in the same period. The study describes that economic reforms have affected industrial relations in textile industry in Tamil Nadu as there is a declining tendency in industrial disputes.

**Kapur, Surender .(2005). “The Case Study in Labour Unrest at Honda Motorcycle Limited”,** In this case study, the workers’ demands to increase the wages, but management did not accept the demand of their and they went to go strike but the police beaten them without any causes. The strike is more serious after the sometime of their procession; the management is agreeing to complete their demands. The management decided to retain the dismissed employees and to increase high rate of their wage. Their
all the demand to be accepted by the management. After the intervention of the Haryana Chief Minister Bhoopender Singh Hooda.

**Sunder, K.R. Shyam (2004).** “Industrial Relation in China”, The Chinese industrial relation system is the process of transition. In this article the researcher elaborated industrial relation in china under state socialism, some aspects of Labour problem, trade union movements, Labour disputes and labor unrest magnitude, disputes settlement machinery in china to maintain the healthy industrial relations in china. The results of the study found that the industrial relation situation in China is characterized by monopoly state-tied trade union, suppression of un-dependent unions, harsh working conditions in private and foreign invested enter-prices. Absence of right to strike rising inequality, huge unemployment, contract Labour system, poor implementation of Labour laws. On the other hand, employers demand such concessions to remain competitive. Unless the political system changes, free industrial relation system as a understood in the democratic country would not emerge in china’s success story is unique to it system, it is hard unwise to transplant it feature in India or elsewhere

**Panda, Mamta.(2004).**“Industrial Relations Environment and Work Culture in Public and Private Sector Organizations- A Case Study”, in her study on “Industrial Relations Environment and Work Culture in Public and Private Sector Organizations-A Case Study” reveals that the industrial relations system is largely governed by legal and administrative frame work, in both the organizations. The study also reveals that healthy industrial relations climate and friendly atmosphere prevail in the private organization. Harmonious, cordial and informal relationship exists between management and the unions. The relationship between management and workmen is far from being cordial. No unions have been able to acquire the status of a sole bargaining agent and the undue influence from local leaders makes the situation more complex.

**Jyoti and Sidhu, A.S. (2003).** “Worker s’ Participation in Strike: A Study of Textile Workers in Punjab”, the study reveal that threat and aggression of management are the most significant factors with maximum percentage of variance which restrains workers from going on strike. The tactics like threat of lockout, job loss and closure, fear of victimization, aggressive attitude of management prohibit them from going on strike. The
feeling of uneasiness in the minds of workers about their job security has adversely affected the workers’ participation in strikes in Punjab. The number of work stoppages in Punjab decreased from 47 in 1981 to 18 in 2000. The other factors include denial of basic rights and victimization, solidarity and group reinforcement, unjustified and illegal actions, bleak chances of success and the managements’ counteraction.

**Datt, Rudder. (2003). “Lockouts Dominate Industrial Relations - A Case Study of West Bengal”**. This study reveals that lockouts continue to plague industrial relations. He also cites 60 per cent of cases where lockouts continued for over 180 days. The causes of lockouts are not Labour indiscipline and violence, but downsizing and Labour redundancy, actualization of workforce, increasing workload of workers, lean period of low production, inefficient management and inter family rivalry and inter union rivalry. The study finds that inter union helped the management to prolong lockouts, while adversely affecting the interests of workers.

**Mathur, Rupa. (2003). “Industrial Relations in Private Sector in Haryana”,** made a study on industrial relations in private sector in Haryana. The study reveals that the growth of private sector is seven times faster than that of public sector. The industrial relations in most of the units are unsatisfactory and have created great dissatisfaction among the majority of the employees. The study also points out that trade unions and the management have been failing in their task to maintain peaceful atmosphere and cordial industrial relations.

**Dhal, Manoranjan and Srivastava, Kailash B.L. (2003). “Union Effectiveness in Changing Industrial Relations Climate”,** evaluate the difference in union effectiveness and industrial relations climate between private and public sectors in the manufacturing enterprises in Orissa. They also examine the effect of industrial relations climate on union effectiveness. The results show that union effectiveness and industrial relations climate do not differ between public and private sectors. The study concludes that (i) Union leaders and managers need to have close relations in order to develop a better industrial relations climate. (ii) Consultation of union by management was found to be better in private sector, compared with public sector organizations. (iii) Workers in the private and public sectors did not find any difference in the co-operation as well as confrontation
between union and management and in both the sectors union had failed to meet the
demand of members. (iv) Trade Union leaders must seek cooperation and sharing of
information with the management by leaving the path of confrontation for better union
success. (v) Management should change their union avoidance attitude and cooperate
with them by sharing information in order to have better union management relationship.

Jacob, K.K. (2002). “Industrial Relations in Public Sector in Kerala”, conducted a
study on Industrial Relations in Public Sector in Kerala. The study reveals that the
bargaining power of workers in the public sector is very high and they become members
of unions with a view to getting adequate protection from the hands of the management.
The study also revealed that the trade union leaders extended their support to the
management for solving disputes and they favored outside leadership. The study
concluded that there exists a good industrial relations system in the public sector
undertakings in Kerala

works) in Haryana”, in his study has discussed about industrial relation that the
industrial relation in foundries have been harmonious and peaceful. The complexities of
the industrial relation situations are increasing due to various factors. The management
may be able to contain it with adequate preventive measured so that major industrial
relation scenario is maintained in industry.

Wei-Ping, Wu and Yuan-Duen, Lee. (2001). “Participatory Management and
Industrial-Relations Climate: A Study of Chinese, Japanese and US firms in
Taiwan”, In this study examines the relationship between industrial relations climate and
the employee attitudes towards participatory management in Chinese, Japanese and US
invested electronics firms in Taiwan. The major finding of the research shows that
Chinese firms tended to have a higher level of participatory management and more
effective participatory management than US invested firms in Taiwan. It was also
confirmed that the harmony and openness aspect of industrial relation climate had a
positive and significant correlation with the social matter. It is conclude that
multinational cooperative which need centralize control of their overseas operations will
be less willing to encourage participatory management in their local operation. Finally, it
was revealed that the effectiveness rather than the level of participatory management could better predict industrial relation climate

Malaisamy, K. (1999). “Conciliation in Settlement of Industrial Disputes: An Empirical Study in Tamil Nadu”. This study reveals that the efficiency of the conciliation machinery is found to be an average. The factors, viz. workload, nature of job, attitude of the employer, conciliation as a complex and thankless job, skill and professional tactics, syndrome of non-acceptance, non-acceptance of suggestions, non-co-operation of the disputants, constraints in the time duration and restraints in administrative processes are the important hindrances in dispute settlement. Inter union rivalries and negative perception of the employer towards conciliation is also reflected.

Mohamed’s, Sheik. (1997). “Professional Management and Organizational effectiveness – A study in Electrical manufacturing in South India”. This is a study on "Professional Management and Organizational Effectiveness", It identified the determinant of professional management, evaluated the organizational effectiveness of sample units from growth and profit dimensions and analyzed the relationship between the professional management and organizational effectiveness. The study was conducted in electrical manufacturing industry consisting of public sector and private sector units in Tiruchirappalli district. External relations and managerial participation emerged as the best combination and strongest determinants of professional management. Among the different measures of effectiveness, growth effectiveness score was predominant. Effectiveness increased from small scale to large - scale units, which had professionalization. Position in terms of their job satisfaction than the private sector employees. The executives were more satisfied than the non-executives. Job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. Bank employees perceived their job as highly stressful irrespective of their rank and status in the organization. Moreover, banking employees in Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status and absence of recognition for good work. Finally some
recommendations are made to improve the situation to provide better quality of services to the customers.

Gani, Abdul and Iqbal, Javid. (1996). “Role of Conciliation Machinery in Jammu & Kashmir”, revealed that the working of conciliation machinery in Jammu-Kashmir had been far from satisfactory, and had not been able to pave the way for establishing cordial relationship between the employers and employees. The study also concluded that both the employer and the employee representatives are, on the whole, dissatisfied with the working of the conciliation machinery. 14 per cent of the employee representatives and 34 per cent of the employer representatives were highly satisfied and 20 per cent and 30 per cent respectively of the same categories were moderately satisfied and 66 per cent and 36 per cent of respective representatives show a low degree of satisfaction. Both the employer and the employee representatives perceived that the foremost cause of the ineffectiveness of conciliation machinery was the ‘lack of interest’ and ‘casual attitude’ of the disputing parties. Other factors include partisan attitude of the conciliation officers, easy accessibility of adjudication, lack of faith of the disputants in the integrity of conciliation officers, etc. The conciliation officers reveal that the non-cooperation of the disputing parties is the main factor responsible for poor performance of the conciliation machinery.

Bhangoo, Kesar Singh. (1995). “Dynamics of Industrial Relations”, conducted a study on Industrial Relations in the Cotton Textile Industry of Punjab. The study concludes that wages, bonus and allowances and personnel matters were the main reasons behind the work stoppages in all Punjab as well as cotton textile industry. The study also finds that age, education, union participation, union identification, union affiliation, aspirations for promotion, desire to participate in decision making, wage satisfaction, monthly income, satisfaction with working conditions, welfare facilities and supervisory behavior and place of origin of the workers were significantly related to their level of participation in strikes.

Arachi, S. Bencigar. (1994). “Trade Unionism in the Cement Industry in Tamil Nadu”, made a study in cement industry by selecting samples from both public and private units. The study reveals that workers join unions in the public units as a safeguard
against victimization and to achieve unity and strength. Workers join unions in the private sector to safeguard against victimization. They do not join unions because of multiplicity of unions and unions run by politicians. The study concludes that the multiplicity of unions, dependence on outside leadership by unions and inter and intra-union rivalry are the causes of industrial disputes. If these causes are addressed, healthy industrial relations will prevent.

Saha, Bibhas and Pan, Indranil. (1994). “Industrial Disputes in India-An Empirical Analysis”, conducted a study by developing an econometric model using disputes data from 19 industries over seven years from 1980 to 1986. The study reveals that in more unionized industries, mandays lost from disputes are likely to be less compared with less unionized industries. The study also reveals that there is a positive relationship between mandays lost and factory size and there is a negative relationship between degree of unionization and mandays lost.

Kumar, P.N. (1993). “Conciliation Machinery in Maharashtra-An Enquiry into its Effectiveness”, suggested that some radical revamping and reorientation of the conciliation machinery are required in order to play a positive role in bringing about peace and harmony in industrial relations. The study concludes that the conciliation machinery is not functioning very effectively. The quantum of disputes settled has been less than 25 per cent, the ‘failure’ of settlement has been more common and the time limit imposed by law for settlement of disputes has not been adhered to.

Batra, Gurdeep Singh and Bhatia, B.S. (1992). “Industrial Relations in India: Some Challenges”, have opined that healthy industrial relations can be promoted by creating mutual trust and confidence among all the parties concerned by facilitating ‘open’ communication, providing opportunities for full participation at different levels, fostering orientation towards others and willingness to voluntary sacrifice, developing feelings of sincerity, dedication and devotion to work. A sense of respect and equitable distribution of gains that accrue as a result of increase in productivity are other variables (factors) for promoting industrial peace.
Mukerjee, Radha Kamal. (1992). “Strikes and Lockouts in India Some Issues”, summed up the causes of conflicts as dismissal of individual workers or retrenchment of group of workers or from broad questions of hours of work, wages, bonus, leave and other conditions of employment and, indeed, whenever any grievance gathers enough strength and unanimity to become a collectively felt need of workers. In periods of quick change associated with depression, rationalization and employment, or rise in the general cost of living, disagreement is more widespread and acute. Assaults, abuses and misbehavior also lead to strikes, though it is not unusual for the workers to fall back on a petty quarrel and humiliation as an excuse for respite from an intolerable situation. In the latter case, the background of working conditions is far more important than the immediate incident.

Verma, Sarbeshwar P. (1992). “Strike and its Causes”, observes that the factors responsible for strikes are: (i) giving of recognition to a weaker union, while the stronger union’s rights are ignored, (ii) alleged discriminatory policies adopted by the management in matters like absorption of trainees, provision of quarters to workers and leave facilities, (iii) for reinstating the employees whose services had been terminated, (iv) demand for higher economic advantages such as wage revisions, D.A, introduction of incentive schemes and profit sharing, bonus and (v) attempt on the part of some leaders to spread the ideas of Communism.

Gani, Abdul.(1990). “Industrial Relations in Jammu and Kashmir”, conducted a study on Industrial Relations in Jammu and Kashmir. The study observes that emergence of wages and allowances as the key issue gives rise to the maximum number of conflicts. It suggests that economic environment existing in the State adversely affects the industrial relations. The other causes pertaining to working conditions, welfare measures, leave and hours of work, have been of relatively lesser importance in causing industrial disputes.

Nair, Rajendran. (1989). “Industrial Relations and Multi-Unionism in the Kerala State Electricity Board”, conducted a study on Industrial Relations and Multi-Unionism in the KSEB. The study reveals that multi-unionism has weakened the collective strength of the workers and helped the management of the Board and the Government. The
existence of a large number of unions negatively affected the main purpose of the trade union and motivated ‘intra union’ and ‘inter union’ rivalries and ultimately undermined the collective bargaining strength of the workers. The study also reveals that over interference of political interest resulted in splits among workers and motivated mutual spite and quarrels. The study concludes that Labour-management relations existing in the KSEB are far from satisfactory.

Philip, P. J. (1988). *in his thesis entitled “Industrial Relation in Haryana”*, This study was attempted to identify factors that effects relation in industry, particularly in the Haryana bringing six selected units and under close scrutiny. In this study, the author suggests that the trade union had a crucial role to play in industrial relations.

Raghavan, Gayatri. (1988). *“Industrial Relations: Indian Railways and Public Policy (1975-’85)”*, conducted a study on Industrial Relations in Indian Railways and Public Policy reveals that outside political leadership is in no way conducive to healthy industrial relations. There is no proper regulation for ensuring proportionate representation of all classes of Labour, as well as to differentiate between recognized and unrecognized unions. The industrial relations in the Indian Railways are at present one of ‘uneasy truce’, mainly due to the inability of the negotiating and participatory bodies to settle differences of opinions amicably to the satisfaction of the parties concerned.

Sahoo, K. M. (1988). *“Industrial Relations in Orissa, (1977-1986)”*, this study concludes that the settlement machinery in the State of Orissa is not performing its duty effectively as far as enforcement of various Labour legislations is concerned. Voluntary efforts for resolution of disputes between Labour and management have not been tried effectively. Conciliation as the first step in resolution of disputes has been a normal practice in the State. Conciliation machinery could not deliver the goods up to the expectations. Although adjudication machinery accepted a number of cases, a large number of cases were either dropped or fizzled out in the process of resolution of disputes.

Sharma, B. R. (1978). “Union Involvement” notes that most of the industrial workers not only consider the necessity of unions but also are favorably inclined towards them. The study also reveals that workers are in favor of the multiplicity of unions. The workers are often leaving one union and joining another - they are in a position to do so, because of the prevailing multiplicity of unions, which is encouraged by the competing interests of outside leaders, the existing Labour legislation and the unenlightened attitudes and actions of certain managements.

Nair, Ramachandran. (1973). “Industrial Relations in Kerala”, this study pointed out the Labour problem Kerala was not as severe as the data on ‘mandays lost’ show. The study reveals that only 1.4 per cent to 7.7 percent of the Labour disputes led to work cessation and that the average duration of a strike was relatively short in Kerala. It also revealed that more Mondays were lost due to concentration of work stoppage in a few industries employing Labour force in bulk and participation of the entire work force in the industry in strike activities because of strong worker solidarity.

Kumar, Pradeep. (1966). “The Working of Conciliation Machinery in Rajasthan”, examines the “Working of the Conciliation Machinery in Rajasthan” and comes to the conclusion that it does not function as effectively as it should. The special features of conciliation vis-à-vis other settlement machinery are its flexibility, informality and simplicity. Lack of impartiality in operations and qualified conciliation officers, delay in conciliation proceedings, workload of conciliation officers, and involvement of the ruling party in a particular trade union organization are the reasons for the ineffectiveness of the conciliation machinery in Rajasthan.
CONCLUSION

From the above detailed review, it can be concluded that considerable efforts have been made in conducting research studies on the various aspects of industrial relations, but the majority of the studies have been only partial in their nature in the sense that the different aspects of industrial relations, namely, trends in the intensity of industrial disputes, causes for the disputes, the settlement of the disputes, the role of the trade unions and the workers’ participation in the trade union activities have been discussed in limited sense. Related literature indicates that there are some studies conducted in the area of industrial relations in automobile industry and it has been observed that a number of researches have highlighted the different facets of industrial relations and others have critically described industrial relations in automobile industry. But these studies present disproportionate version of industrial relations and shows that some gaps and various problems related to industrial relations in automobile industry are still not covered which calls for an extensive research study on industrial relations in automobile industry.

In case of articles published in various magazines and journals, they are narrow in their scope. In other words, no comprehensive study has been undertaken to discuss Industrial relations measures in Private Industry and in particular Automobile Industry. In view of this, an attempt has been made to study the topic chosen for the research titled- “Determinants of industrial relations in automobile industry in Haryana-a study of Gurgaon District”. Moreover, there has not been any effective study on industrial relation in automobile industry in specific to Gurgaon district of Haryana. So, it can be said that there is a need to conduct more studies on industrial relations in Haryana. Thus, the researcher got inspiration to undertake the present study. The present study, “Determinants of Industrial Relations in Automobile Industry in Haryana:-A study of Gurgaon District.” is an effort to fill up this gap.

In spite of these above studies, there is no such study which covered the Industrial relations in Haryana. Therefore, it requires an in-depth study to investigate the factors responsible for Industrial relations in Haryana. Thus an attempt has been made to study the industrial relation scenario in automobile industry in Gurgaon District.
The foregoing reviews bring to light the gaps and deficiencies in this popular field of study. It is noted that many of the case studies may not fit in for generalization, in view of the nature of the methodology adopted and many of the other studies are made on a uniform basis and hence useful only for once. Industrial relations present a complex and interdisciplinary one, involve an interplay of various types of factors and as such an intensive study often yields more results and gives better understanding of the forces acting upon the situation. This can then become the basis for setting objectives and design for the present study.