CHAPTER V

INDUSTRIAL RELATIONS DYNAMICS MODEL AND ITS CONSTRUCTS. (CONCLUSIONS AND SUGGESTIONS).

We are now at the stage of summing up our observations and presenting the conclusions of our study.

Industrial Relations Dynamics is smooth and generic and is influenced by a number of factors. There are ongoing factors which establish its smoothness and stability, which we refer as 'State Variables'. They are so innumerable that we cannot correlate them or mathematically conclude their definite impact on Industrial Relations Dynamics as they are qualitative properties. However, there are a few factors which have definite influence on Industrial Relations Dynamics which we refer as 'Control Variables'. These factors have been identified by us through our study as:

a. The trust the workmen have on the management referred as Trust.

b. The commissions and omissions that the management makes in relation to their employee administration offending the employee morale which we refer as 'Management Neglect'.

c. The favourability or unfavourability of the trade union dynamics, which we refer as Trade Union Dynamics.

d. The third party intervention that the government or any other agency causes in respect of any dispute arising between workmen and management, which we refer as Third party intervention.

Rene Thom, the French Mathematician, through his catastrophe theory, has proved that the sudden disturbances in any smooth function are caused not by the state variables which are large in number, but by a few control variables. These are generally small in number and more particularly if the number of control variables is not greater than four, then there are only 7 distinct types of Catastrophes and in none of these are more than two state variable are involved.

contd.....
Our attempt is to develop a model which would explain us the possible changes that might occur in an industrial relations dynamics more particularly sudden changes and so we tried our applications through catastrophe theory, which is more a method than a mere theory. The theory proposes seven types of catastrophic models viz:

1. Fold
2. Cusp
3. Swallow tail
4. Butterfly
5. Hyperbolic -umbilic
6. Ecliptic -umbilic
7. Parabolic -umbilic

Fold is the first and too simple, so we tried our application with cusp first and with Butterfly next. We have found the butterfly catastrophe model is suitable to represent the problem in industrial relations dynamics and the cusp cannot do that as these problems primarily require more than two control factors to cause the disturbance.

We have further identified:

7. Trust as the normal factor
6. Management neglect as the splitting factor
5. Trade Union Dynamics as the bias factor and
4. Third party intervention as the butterfly factor

causing catastrophic changes in Industrial relations dynamics.

contd...
With Trust, a, Management neglect b, Trade Union dynamics c, and third party intervention d, the industrial relations dynamics x is postulated in a butterfly catastrophe model as presented in Fig 20 below:

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**Fig. 20**

Butterfly catastrophe model depicting influences on Industrial Relations Dynamics.

contd.....
Having said that, there is enormous scope for one to identify the control factors in any given issue or situation and understand the underlying mechanism through this model. This understanding will enable the management or trade union leaders to take positive, appropriate action to set right the situation without any delay.

For instance, further research is possible in many areas of Industrial Relations Dynamics, by identifying the control factors, some of which are illustrated in Table 11 below:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Biomodality</th>
<th>Catastrophe</th>
<th>Conflicting factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wage negotiation</td>
<td>Cooperation/</td>
<td>Settlement/</td>
<td>Negotiating strength/</td>
</tr>
<tr>
<td></td>
<td>Conflict</td>
<td>Failure</td>
<td>Communication gap</td>
</tr>
<tr>
<td>Disciplinary action</td>
<td>Conformity/</td>
<td>Action/</td>
<td>Regulation/</td>
</tr>
<tr>
<td></td>
<td>Deviation</td>
<td>Diffusion</td>
<td>Discretion</td>
</tr>
<tr>
<td>Recruitment</td>
<td>Objectivity/</td>
<td>Selection/</td>
<td>System</td>
</tr>
<tr>
<td></td>
<td>subjectivity</td>
<td>Distortion</td>
<td>Strength/ Influences</td>
</tr>
</tbody>
</table>

Thus we may develop appropriate models in Industrial Relations Dynamics using catastrophe theory.

In our study we also identified various elements that are 'warp and web' of the fabric of the four factors that influence Industrial Relations Dynamics.

Trust builds as the following elements are accomplished by management.

1. Clear management policy
2. Sharing gains or productivity
3. Employment/security
4. Outstanding achievements of the company
5. Socially responsive attitude of the company
6. Quality consciousness

contd.....
7. Concern for people
8. Professional management
9. Well regulated wage structure.

The study also revealed the above order of importance as well.

Management Neglect is attributable to:

1. Not providing proper working conditions
2. Failure to take disciplinary action
3. Not maintaining the flow of related information to workmen
4. Ineffective grievance settlement procedure
5. Disparity of treatment in disciplinary proceedings.
7. Delay in making decisions
8. Favouritism in employee recognitions
9. Not extending appropriate grade or designation in accordance with settlement or award.

Whilst the above order of importance was identified in our study, when verified it was found that wide disparity in pay and perquisites between management staff and workmen is not forming an element of management neglect.

The trade union dynamics will be favourable when:

1. Leadership in the Union is effective
2. Leadership is able to get things done with the management.

contd.....
3. Leadership is free from corrupt practices
4. Leadership enjoys the trust of workmen
5. Workmen perceive union friendly with the management
6. The office bearers are united and unified in their approach
7. The union is affiliated to a central body
8. The union is conforming to its constitutional requirements.
9. Only one union represents the workmen

Here again, the order of importance has been identified as above in the study. Further when verified it was found that the aspect of Union having political affiliation does not make the trade union dynamics favourable.

The various dimensions of Third party intervention have been identified as follows:
1. Third party intervention is effective
2. It is inevitable when a crisis situation arises
3. It mostly brings out a compromise situation
   It mostly sets the direction to normalcy in any issue
5. It is mostly helpful to settle the issue
6. It is normally through machineries constituted under Industrial Disputes Act
7. It is effective if the highest level of conciliatory machinery is involved.
8. It is normalcy encouraged by the Unions.

contd....
These eight dimensions were established in our study in the same order of importance as listed above. However, it was also found that the following assumptions are not true.

a. It is mostly initiated through political power influenced by workmen

b. It is mostly initiated by the management

To sum up,

a. It is the worker preference that lends the support for the leadership of the organised Labour to decide the situation in Industrial relations dynamics.

b. The probability distribution of the support, can be unimodal or bimodal, with a single maximum and a minimum or two maxima and minima, referred to as 'hawk' and 'dove'.

c. This bimodality leads to the change by Delay rule in preference to Maxwells rule, which means the action by the trade union leadership is taken by choosing the local 'hawk' maximum, before jumping catastrophically to the 'dove' maximum which might be farther.

d. This principle of Delay rule, gives scope for the management to take immediate remedial action to face or preempt the catastrophic change which is likely to follow.

e. The control factors influencing Industrial/Relations dynamics are four, viz. Trust, management neglect, Trade union dynamics and Third party intervention.

f. Applying catastrophe theory we can modelise Industrial Relations Dynamics through Butterfly catastrophe, with the trust as normal factor, management neglect as splitting factor, trade union dynamics as bias factor and third party intervention as butterfly factor.

contd.....
g. The elements responsible to formulate these four factors have been clearly identified so that a management can carefully operate them to prepare themselves to meet the catastrophic changes in industrial relations dynamics.

h. Similar applications are possible for various issues in Industrial Relations Dynamics.