SUGGESTIONS

From the study on examination of various issues undertaken the following suggestions for making a change into the specific problems faced by the parties to industrial relations can be made.

1. Though workers have expressed satisfaction with respect to leadership and working of the union, it is found that very very small proportion of workers are found to be interested in actively participating in leadership of the union or programmes organized by the union. Though study by Iswar Dayal and Baldev Raj Sharma of Management of Trade Unions indicates that even when members are generally passive it does not weaken their alliance with the union, the situation needs to be corrected by the union for long terms interest of trade union movement. Union should take steps to create an atmosphere where all the members develop identification with the union and willingly cooperate to participate in its programmes. A voluntary organization like a union cannot survive in the present day industrial relations climate and especially in view of the human resource development policies by the management unless it constantly involves its members in its programmes and activities.

2. In this age of human resources development programmes assuming greater importance on the part of the management, unless the union also engages in constructive activities for the welfare of the workers, workers might start loosing interest from the pure confrontationist and adversarial activities of the union. Since the union is in a position to represent the voice of the workers from one platform it should use this position of strength for the welfare of the
workers. It should initiate activities for the benefit of the workers and make attempts to structure the labour force of the company.

3. None of the leaders or workers have concentrated on the areas of cooperation between workers and management. Union and management should devise ways and means of evolving a method by which negotiation for areas of cooperation can constantly take place and unnecessary tensions and frictions can be avoided.

4. Since more than 70% of workers are neither satisfied with the wage structure or welfare facilities economic reasons have played greater motivating role in strong unionism in this company. The company is enjoying monopoly in electricity generation and supply in specified regions it is in a position to recover the increased cost of production form the consumers and maintain its standard of profitability. Normally wages scales are settled for a period of 4 years. But after a lengthy legal battle a new settlement is arrived at. If both the parties can buy mutual understanding and cooperation evolve a proper mechanism for settling wage revision dispute the most important cause for industrial unrest can be effectively handled.

5. Although in a situation of multi-union rivalry scholars have opined that in India political patronage to trade union movement is necessary, slight modification in this opinion is suggested based on the present study. About 93% of sample workers have opined that they prefer to have a leader who is not involved in politics. The insider is preferred to an outsider. This has become possible because the legislation protects the leadership and the union activity by sanctioning them some important bargaining rights. Thus if a trade union movement gets the required support from legislation, then political support is rendered insignificant. Political colour to trade unionism restricts the growth of economic unionism without which collective bargaining as an institution cannot develop.
6. Generally unions prefer an outside leadership so that they have access to financial resources and other facilities available from the larger organization to which the leaders belong. This study reveals an interesting fact that with certain level of education and a legal supportive framework, leadership can be developed from within the existing employees and can be equally effective as any other outside leaders.

7. One finding of the study has been that though majority of workers are not completely satisfied with the legal framework of BIR Act there have not been major strikes, lockout or other instances of industrial unrest. This may be an indicator of the following facts:

a. The IR policy of a company has not been exploitationist and
b. The legal status of the representative union is empowered it to fight without destructive attitude

It will not be wrong to say that one union for one industry principle with certain conditions as described earlier is likely to lead to more mature and non-violent industrial relations climate.