CHAPTER - II
SURVEY OF LITERATURE

In the previous chapter an attempt has been made to discuss the dynamics of the concept of labour relations, origin, growth and development of the problems of labour relations, conditions to make good labour relations. Importance of maintaining sound labour relations has also been highlighted. In addition, India's labour policy has also been elaborated in details.

The present chapter entitled, "Survey of Literature" is related to studies conducted in the field of labour relations which shows that several researches have been conducted in this field in India and abroad. In the following pages an attempt has been made to review some of the important studies conducted by various researchers of India and even foreign countries.

Haber and Levinson (1956) in their study entitled "Labour Relations and Productivity in the Building Trades", have attempted to highlight the economic characteristics of the building trades, nature of collective bargaining in
the building trade, problems of unstable employment, union security, the problem of apprentice training, policies towards the introduction of new techniques, working rules and labour efficiency, union policies and productivity, wages and hours, disputes etc. They found that, the labour relations pattern in the building trades differs materially from that perfected in other industries. Seniority as a significant factor in employment policy is largely absent in the building trades. The very nature of the construction job creates rapid labour turnover and informal hiring and lay off procedures prevail. When compared with employees in other industries, the building trade mechanic has a much less firm attachment to an individual employer; he may have several employers during the year. Further, irregular employment remains one of the principal causes of lost time for the building trademan. As a result the annual wages earned by the building workers, do not reflect the relatively high trade rates generally prevailing. Regarding working rates, technological change and labour efficiency; it was observed that probably no sector of the economy has been so widely criticized as the construction industry for the prevalence of union or management policies which are alleged to have retarded the rate of technological advancement. The only suggestions to improve the labour relations in the building trades is the progress in assuring steady employment.
Myres (1958) has discussed in his book entitled, "Industrial Relations in India", the dimensions of the problem, the development of entrepreneurship and industry, the emergence and commitment of an industrial labour force, the growth and development of organized labour movement, the character of present Indian unions, the management's response, labour management relations at the plant level, the role of Government, labour policy, etc. He found the role of the Government very crucial in structuring labour management relations. He also proceeded on the assumption that employers in every industrial country have the primary opportunity and responsibility for developing a stable labour force, utilizing human resources effectively and structuring initially the nature of the labour management relationship. He suggested that conscious employer efforts to enlist workers participation in administration of welfare activities through work-committee or union representative, may also be helpful in tempering any eventual worker resentment of paternalism.

Thakkar (1962) carried out a study of the labour problems of the cotton mill industry in Bombay. He found
that under the present recruitment system and with the present state of affairs as regards training facilities, new candidates stands very rare chance to enter the cotton mill industry of Bombay. The industry is fast approaching a stage when it will require fresh blood on a large scale in spite of all rationalization measures. He felt existing training facilities inadequate. Shortage of trained workers is even felt in a number of skilled and semi-skilled occupations in the industry. The industry has not been successful in eliminating the influence of jobber from recruitment inspite of the efforts to do so during the last three decades. The working of the decausalization scheme is in a state of flux. Standard of discipline and morale of the work force has gone down. There is considerable loitering, wandering and wasting of time, which are symptom of irresponsible attitude of workers. Go slow tactics and defiant attitude on the part of workers are very common in industry. The predominance of personal reasons in strikes and in cases before labour courts reflects inarticulate unrest among the workers. Thus the problems are on both the fronts. Things cannot take a new shape unless there is an urge for transformation on the part of top management. He suggested that the employers should feel that problems regarding personnel management desire as much attention as the technical
problems regarding machinery, materials and manufacturing process. Morale of the workforce can not be built simply by increasing the wages or non-wage benefits. A basic change in the attitude and approach is required which in turn will be helpful in promoting cordial relationship between both the parties i.e. labour and management.

Saxena (1964) designed a study of industrial relations in five industrial units of Meerut District. He found that industrial relations are not the product of one or two factors alone. A peaceful industrial system is the result of diverse factors having a bearing on the working and living conditions of the employees. The immediate cause of dispute may be dismissal, retrenchment bonus, dearness allowance or any other matter. But apart from these factors, it is basically the recognition of the human personality of the worker, which is most essential for maintaining good industrial relations. The pattern of labour relations in any given unit depends on the specific conditions prevailing in it. He has also brought it to the forefront the fact that the problems of industrial relations should not be tackled merely on economic front. It is more a human problem, depending for its solution on the mutual trust and confidence among the workers and the employers.
Measures, such as the code of discipline, a Grievance Procedure, Workers Participation in Management, Code of Conduct, Code of Efficiency and the like, therefore, can be helpful in promoting good industrial relations, provided they are properly implemented and sincerely followed.

Rastogy (1965) has clearly analysed the various factors which reflect on the industrial relations scene and side by side he has suggested remedial measures in his book entitled, "Industrial Relations in U.P." The whole work has been divided into four parts. In the first part, he has discussed the factors reflecting industrial relations i.e. absenteeism, labour turnover, disciplinary difficulties, grievances and complaints, and strikes and lockouts. In part second, he has highlighted factors affecting labour relations such as employment relations, conditions of work, leave and holidays, workers remuneration, worker's housing, health and accidents, labour welfare and social security, rationalization, and settlement of disputes. Third part of the book is the institutional approach in which he has discussed the trade unionism in U.P. and in the last part he has concluded the entire work.

He found various factors responsible for the present state of industrial relations in U.P. such as methods of
recruitment, selection and placement in this state are not scientific. Induction of the workers has not been properly organized and transfers and promotions are generally arbitrary. Frequent resort to lay-off, retrenchment and closure of factories spoils the basis of sound industrial relations. Welfare facilities, financial and non-financial are not adequate. Rationalization has been an important cause of tension in industrial relations in U.P. particularly, in cotton textile industry of Kanpur. Trade Unions, an agency of workers have not properly developed in U.P., disputes settling machinery has also been felt unscientific. He suggested a new approach to the problems of labour relations in the interest of industrial peace and state's economy through a change in the attitude of management and workers both to minimize the industrial conflicts.

Ali (1965) studied conducted a research entitled, "Rationalization as a means of high productivity in the Cotton Textile Industry of India", with special reference to Kanpur. He divided the entire study into eight chapters making a general discussion on the problems of Kanpur Cotton Textile Industry. He has touched upon all the problems of labour, organization, management etc. in Kanpur Textile Mills. He suggested to improve the productivity through rationali-
zation. He stressed that the management action is the need of the industry. A well trained and highly skilled labour force, up-to-date and modern machines, better techniques of production and adequate capital and raw material can not achieve the desired goal of higher productivity unless these factors are governed by an efficient management.

Singh (1966) attempted to highlight the labour management of sugar industry of Uttar Pradesh in his published doctoral thesis, entitled, "Labour Management in Sugar Industry." The author looks into all the aspects of labour relations i.e. recruitment, placement and training, conditions of work, conditions of employment, welfare and housing, wages and financial incentives, costs of inefficient management, indiscipline and morale, unionization and settlement of disputes, labour management cooperation etc. He found that one of the major problem which the sugar industry in India is facing is the low productivity of labour. Main defects in respect of conditions of work or conditions of employment do not relate to the inadequacy of provisions, but to the dishonest evasion and their incomplete enforcement in the sugar industry of Uttar Pradesh. It has also been found that there is no initiative on the part of employers wilfully (excepting legal obligations) to provide welfare
facilities to workers. There has been a great demand for labour participation in management, productivity and profits.

Turner, Clack and Geoffrey (1968) have made a study of industrial unrest and an international comparison in their research project namely labour relations in Motor Industry. They found a remarkable rise in the number of strikes in British Car Industry. They assumed that in the car firms, the strike waves seem to have arisen from authentic causes and grievance - in two senses. First insofar as they have been stimulated by a background of insecurity, both in relation to employment and particularly to its material rewards. But secondly - and far more generally - in that they express human expectations and aspirations which arise naturally in the contemporary social and economic context and to which there has been a failure of organizations - trade unions, employer's association and management structures - to accommodate themselves fundamentally, they concluded that the recent strike - proneness of the BCI (and they saw no reason to think this conclusion was more generally valid) reflects a failure of institutions.

Sen and Piplai (1968) conducted a case study of industrial relations in the Jute Industry in West Bengal.
They found no single or simple solution for the problem of unsatisfactory industrial relations in the jute industry. Since according to their observations, industrial relations are essentially the human relations, and the success or failure in such relation depends principally upon the main actors of the stage. They felt it a drama, in which vast number of human beings play parts, the stage, the scenes and the settings, all no doubt combines and contribute to its success. Like the scenes and the settings, the various machineries like labour officers, works committee, conciliation staff etc. are no doubt important. But the primary responsibility for the smooth running of the show depends on the management and the labour. Of the two, the management is in the saddle and forms the stronger party. So it is in the fitness of thing that its broad shoulders should bear the major share of the burden involved in the maintenance of satisfactory industrial relations. These words apply special force to the jute industry where the management, entrenched in one of the strongest organization forces a group of ill organized, uneducated workers.

Nair (1973)\(^{10}\) has highlighted all the important aspects of industrial relations and has made two case studies to ascertain the labour management relations in Kerala. He
found that the study of industrial relations in Kerala has shown the rich diversity in the pattern and composition of labour management relations that prevails in the state. It shows that the Kerala has forged ahead in the matter of evolving a system of labour management relations which can well be a guide and model for the rest of India.


He concluded and suggested that labour relations in the public sector can not be judged with reference to the number of mandays lost but from the fact whether development for healthy relations are taking place in the right direction or not. The traditional policy of soaking industrial problems will not hold good in the changed
circumstances. As industrial activity goes on accelerating it brings in its wake a variety of problems to which the worker become exposed. The workers in many cases is unable to protect himself from such perils and hazards. Even in combination with his fellow workers, he fails to protect himself before the rich, powerful, educated and resourceful employer. These and other reasons thus justify the state intervention in industrial relation system. He suggested that wage fixation should be done in accordance with the prescribed norms, welfare measures which are presently non-existent should be launched with the help of trade union and finally a human and personnel approach should replace the irrational approach to industrial relation which is presently evidenced in the factory.

A paper entitled, "Industrial Relations in a steel plant by K. Mankooltan, published in a book edited by Ramaswamy (1978)¹² namely, "Industrial Relations in India", examined the problems of industrial relations in TISCO. Author personally felt, that collective bargaining and joint consultation institutionalized through the medium of a recognized union are probably the best channels to ensure and enhance industrial democracy. But the case of
TISCO brings into notice that these institutionalized arrangements may not by themselves fulfill purpose. On the contrary, they may become powerful instruments for curbing workers' participation and involvement. Industrial democracy can be a reality only if the trade unions which channels workers participation are governed by democratic principles.

Das (1983) conducted a study on Industrial Relations in India in his Ph.D. Thesis (published). His thesis makes an intensive study of industrial relation in six textile mills of Indore. He found that the pattern of industrial relations in any given unit depends on the specific conditions prevailing in it. An examination of the interplay of factors has made it possible to know how industrial relations change since the problem of labour relations is not merely the problem of negotiating with the trade unions or restraining the industrial disputes or the problem of collective bargaining or bonus. It is more a human problem, depending for its solution on the mutual understanding between the operative and managerial staff.

Masood (1983) in his unpublished Ph.D. thesis Problems of personnel management in the cotton textile indus-
try of Kanpur has divided the entire work into seven chapters. He has also concluded that the picture of relations between management and labour is not quite a happy one. Improvement in human relations is called for. Organization of industries is an organization of men, material and machinery. Proper coordination between these three is essential for the most efficient working of industries unless these are cordial human relations excluding a spirit of cooperation between persons working in different capacities in Kanpur Cotton Textile Industry, it is difficult to keep the industry working at its optimum efficiency.

Mirza (1984) in his research on workers participation in public sector enterprises - has rightly observed that workers participation in management came as a collaborative phase in the international labour management sense in which both the parties meet with cooperative impulses for achievement of common objectives to provide efficiency of an enterprise for the interests of the economy. There is nothing idealistic in such cooperation since it is based on balanced pragmatism for complimentary functioning of the parties with enlightened realization that a conflict ridden course leads at best only to mixed results. Hence there is a quest for industrial harmony is the real basis for policies
for closer cooperation between management and managed. The main thrust behind the principles of workers' participation in management is to give everyone in the organization a sense of participation in it and a means to identify himself with the work. The ethical aim suggests a rejection of the older exploitative forms of capitalist enterprise and seeks to restore to the workers himself self respect destroyed by the machine culture of modern age. Economic aim expresses that workers expect to increase production by participation so that they can share in the gain of production and the socio-political aim is an extension of the democratic idea sharing in power in the decision making.

Smt Mittal (1984) examines the industrial relations from the period 1960 to 1976 in her Ph.D. thesis. The study has been divided into two parts and XIII chapters. Part first deals with the industrial relations in Uttar Pradesh from 1960 to 1976 and part second is a case study of Glaxo Laboratories Ltd. In her study, she has made a factual and opinion survey to know the attitude of workers towards management. She found that inspite of the good working conditions, wages and social security measures, industrial relations were not harmonious. Main factors contributing to this state of affairs are; the activities of multiple unions, attitude of
management and dissatisfaction among workers on account of disparity in their working conditions and wages as compared to other two units of the same company. She suggested a radical change in the outlook of the employers.

K. Viswanath Kumar Chand (1989) designed a study of Industrial Relations in the public sector concern in Andhra Pradesh State. He depicted the employer, as Government, and employee relationship, which they face and offer a perspective for harmonious industrial relations at Macro and Micro environment. The text is divided into five chapters. In chapter first, he discussed the Industrial Relations concepts and various approaches. Chapter second deals with the industrial relations situation at national level, chapter third enables the subject of distinctive features of industrial relations in the public sector unit in Andhra Pradesh. Chapter fourth provides the information of industrial concerns which have been examined and chapter fifth concludes the importance of placing the industrial relations within its overall situation and it attempts to highlight the broad findings and suggestions in the context of the units under study.
He concluded and suggested that in the public sector unit, certain issues related to manpower planning in the form of recruitment and promotion which are restricted by rule, and reservations were found here too. Such constraints in the supply of qualified men reduce the parameter of payments and terms of service. Still the organizational culture in public sector unit was found persistent of Government administration and not of the professional management. The employees look upon themselves as government employee. Job security, the conduct and service rules, legislative methods of delaying with issues of discipline etc. cause inability of the management to decide any knotty issue without reference to appropriate ministry/minister. The common observations about the climate of industrial relations in public sector units studied is not favourable. The reason could be cited as high expectation of labour and liberal favour from management in labour matters. The grievance of the employees are entertained through formation of the special cells for the purpose in the units. The grievance procedure system in the units surveyed appeared to strive to serve the interest of industry.

Disputes raised by workmen are attempted to resolve through the process of negotiation and conciliation. The
general assessment of labour relations could be viewed by yielding the sanctity of the agreements, implementation of labour laws, adherence to the code of discipline and code of conduct as well worker's participations in management etc. The rapid growth of industrial activities in the industrial cities of Visakhapatnam and Hyderabad under the public sector in Andhra Pradesh has led to an enormous increase in the industrial work for which has given an impetus to the trade unionism in the recent years and finally, as main conclusion emerging from the foregoing discussion about the broad findings is that there is positive trend towards the scope of collective bargaining in public sector units. Although there is no single answer to question, whether an expansion of collective bargaining would pave the way for the development of industrial relations in the public sector, where the private sector can follow the lead. It is fact that the government being the employer in the public sector on one hand and the custodiam of the public interest, as the other, could not afford to act like an employer in the private sector. The trend of labour relations in public sector is likely to take a turn which will face, Government, management, and trade unions with a need to take important decision regarding their own role and the temper of their reciprocal beliefs.
He suggested to institute follow up systems at the supervisory staff who are supposed to implement the management practice. At the same time it would, however, be appropriate if there is a provision for reference to voluntary arbitration of those cases which could not be settled at that grievance procedure negotiation or conciliation forums. Uniformity in the wage structure of all public sector unit in the Andhra Pradesh should be brought. A rational wage system would also help to reduce many labour problems. Lastly he suggested that to promote healthy industrial relations is healthy organization of labour, esteem image of public sector management and effectiveness of negotiating process.

Rao (1989) in his publication investigated that the organized sector of the India Textile Industry based on the cotton system of manufacture i.e., the spinning and composite mills working with cotton and man-made fibre is being subjected to intense market competition. The severity of competition is higher for the composite mills because the power looms power process house and the decentralized sector produce the same type of cloth with much less cost and sell it in the market at price which are non-remunerative to the mills. This decentralized sector produce
over half the cloth needed by Indian today. He suggested that higher productivity is essential for achieving maximum profitability of mills.

Gani (1990) in his paper entitled Industrial Relations in Jammu and Kashmir has attempted to examine the industrial relations in Jammu and Kashmir. He found that both the direct and third party dispute settlement measures have, by and large, not been successful in the State. What is required is the creation of a good infrastructure for the management of industrial relations in the state before the situation goes beyond limit.

Zechariah (1991) has attempted to make a comparison between the Japanese and Indian industrial relations model. He argued that the Japanese models offer learning for the management, union, workers and the Government in India. The management needs to accord a genuine recognition to union, and the union would have to be more constructive, and realistic. The workers can pick up threads from its Japanese counterpart in terms of their loyalty and commitment. The Japanese have been making adjustment in their employment patterns and the Government of India can take a leaf from such adjustments and not remain extremely rigid in terms of employment of workers.
Rath, Giri and Parida (1991)\(^2\) in their paper entitled, "Industrial Relations in Orissa" have attempted to analyse industrial relation trends in Orissa. Major findings of their publication are: deteriorating union membership in the organized sector, emergence of regional level unions in the unorganized sector, lockouts significantly contributing to the mandays lost, increasing realization on the part of some employers and their employees about the need to bargain collectively, formation of joint forums at plant level in a few industrial units, union's failure in some plants to play an effective role in improving production and ensuring protection of economic interest of workers and somewhat unsatisfactory and ineffective role played by the state government, mounting tension in some industrial establishments caused by immediate community.

In addition, they also found that the Government has taken so far no positive measure to revitalize the Industrial Relations Machinery so as to ensure speedy disposal of cases and promotion of harmonious labour relations in the State. Furthermore, it may be noted that in recent years the Government of Orissa has been exhibiting lack of consistency in formulating a definite labour policy and pursuing the same. Communicatively, such lapses on the part of the
Government tend to effect the industrial relations climate in the State.

Thus, many studies in the field of labour relations have been undertaken by various researchers. These studies brought into light the significance of maintaining sound labour relations. At the same time, the respective obligations of employers towards employees and vice-versa have been thoroughly interpreted. The study undertaken by me on the theme of industrial relations will not only be an addition to what has been attempted in the above-mentioned studies but will also provide an opportunity for highlighting recent happenings in this particular field with special reference to its application in the certain textile units of U.P. In the next chapter, our emphasis will be to highlight the problems of labour relations in Uttar Pradesh in order to prepare a background for the study of problems of labour relations in the textile mills of the State.
References


