CHAPTER IV

LABOUR RELATIONS IN UPTRON

(A CASE ANALYSIS)

Comparative analysis of labour relations in Uttar Pradesh in the foregoing chapter III has highlighted the fact that public enterprises do not have a high profile. An in-depth study of the problem is presented in the following paragraphs.

UPTRON may rightly claim its place of pride as one of the leading enterprises in the country enjoying cordial labour relations. The corporation is wholly owned, controlled and managed by the Uttar Pradesh State Government. It is of recent origin - as early as 1976. Uttar Pradesh Electronics Corporation (UPELC) is actually known by the name of its TV products 'UPTRON', to the outside world. In the thesis the UPTRON is used in place of UPELC. Initially, it had functioned as a subsidiary of Pradeshiya Investment Corporation of Uttar Pradesh (FICUP) until its incorporation as a separate and independent corporation under the companies Act, 1956, in March, 1976.
OBJECTIVES:

Its main objective is to undertake manufacturing of electronic goods, marketing and development of high technology in collaboration with foreign companies. UPTRON's pioneering role consists of the development of electronics estates at industrial centres for small entrepreneurs to start manufacturing the inexpensive electronic goods, e.g., transistors, watches, tape-recorders, etc. The Electronics Estate at Kanpur is fully equipped with the infrastructures for the development of electronics. Besides New Okhla Industrial Development Authority (NOIDA), Ghaziabad has been selected for 100 schemes by UPTRON. Hindustan Computers Ltd. is the joint venture at NIOIDA. At Sahibabad 40 units are being promoted by UPTRON in phases. UPTRON Powertronics, UPTRON Shreetronic and UPTRON Electronic Devices are some of the schemes in the joint sector in Sahibabad. There are a number of enterprises in the joint sector which UPTRON has successfully executed in collaboration with private sectors. UPTRON Anand Limited, Kanpur, Hindustan Computers Limited, Noida, UPTRON Powertronics Limited, Noida, UPTRON Shreetronic Ltd., UPTRON Electronic Devices Ltd., UPTRON Colour Tubes Ltd. and a few others. The collaborations have been landmark in the UPTRON's
long steady march towards its goal of developing a base for the country's sophisticated technology to face challenges in the twenty-first century.

Besides the joint ventures, the UPTRON manages a number of subsidiaries. For instance, it established in 1976 UPTRON Video Limited at Allahabad for manufacturing TV and Radio Sets. UPTRON Capacitors Ltd. has been set up at Aishbagh, Lucknow, with installed capacity of 60 million aluminium electrolytic capacitors in a year. UPTRON Digital System Ltd. is working at Lucknow. The unit has been established in collaboration with Videocon of U.K. Its products are supplied to Air India, the Indian Railways, etc. UPTRON Instruments Limited has been working at Lucknow to manufacture electronic instruments used in under-ground water and oil reservoirs.

PERFORMANCE:

The UPTRON is producing all types of electronic products for consumers, industries, institutions, Air-lines, communication and broadcasting - for domestic uses and exports. A glimpse is provided by the following table I into the types of UPTRON's products.
### Table I

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Sector</th>
<th>Growth Rate(%)</th>
<th>Share of Various Sectors in Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Consumer Electronics</td>
<td>42.7</td>
<td>31.9</td>
</tr>
<tr>
<td>2.</td>
<td>Control Instrumentation and Industrial</td>
<td>30.5</td>
<td>36.5</td>
</tr>
<tr>
<td></td>
<td>Electronics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Computers</td>
<td>33.9</td>
<td>29.6</td>
</tr>
<tr>
<td>4.</td>
<td>Communication and Broadcasting</td>
<td>40.8</td>
<td>26.8</td>
</tr>
<tr>
<td></td>
<td>Aerospace and Defence</td>
<td>35.1</td>
<td>30.0</td>
</tr>
<tr>
<td>5.</td>
<td>Electronic Components</td>
<td>37.2</td>
<td>46.4</td>
</tr>
<tr>
<td>6.</td>
<td>Export Processing Zones</td>
<td>(-)10.0</td>
<td>26.1</td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td>36.4</td>
<td>33.5</td>
</tr>
</tbody>
</table>


The consumer electronics constituted major product of UPTRON with 38 per cent of the total production in both 1987 and 1988. However, declining trend is discernible in the production of consumer electronics as a result of UPTRON's switching over to
the production of more sophisticated electronic instruments, including computers, capacitors, digital systems, etc.

UPTRON's efforts for indigenisation have started paying off in terms of the savings of foreign exchange to the extent the products are indigenous. A synoptic view is presented in the following table II.

**Table II**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Indigenisation by 1989-90</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consumer</td>
<td>90%</td>
</tr>
<tr>
<td>2. Communication</td>
<td>80% (ESS-75%)</td>
</tr>
<tr>
<td></td>
<td>Telephone - 95%,</td>
</tr>
<tr>
<td></td>
<td>C-Do T - 90%</td>
</tr>
<tr>
<td>3. Others</td>
<td>50%</td>
</tr>
</tbody>
</table>


The table shows that the consumer products are by and large, fully indigenous; 90 percent of the components are available to UPTRON from its own units and the ancillaries established in joint sector at electronics estate in Kanpur, Allahabad, Noida, etc. It needs to be noted that the consumer and communication
sectors represent 75% of the component requirements.

The UPTRON’s achievement is quite impressive in indigenisation of communication systems. The production has a solid indigenous base. On average, 80 per cent of the components are produced by the units of UPTRON. In case of ESS, 75 per cent of the components are indigenous; for telephones 95 per cent of the components are manufactured by UPTRON and 90 per cent of the indigenous components are used in C-DST. However, other products are still dependent on imports of critical components and parts at least to the extent of 50 per cent.

It would be worthwhile taking a look on the status of the UPTRON in the country as a whole.

Table III

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All India</td>
</tr>
<tr>
<td>1985-86</td>
<td>100</td>
</tr>
<tr>
<td>1986-87</td>
<td>134</td>
</tr>
<tr>
<td>1987-88</td>
<td>137</td>
</tr>
<tr>
<td>1988-89</td>
<td>140</td>
</tr>
</tbody>
</table>
It is a matter of pride for the UPTRON to be growing faster than the industry as a whole. During the Five Year (1985-86 to 1990-91), the industry's average growth has been 10 per cent annually as against 11 per cent for the UPTRON. The average growth in case of the industry shows, however, steady upward trend in contrast with peaks and troughs of the growth rate for UPTRON. It is a fact of the risk that UPTRON assumes generally in the development of new products, e.g., instruments for institutions engaged in researches and surveys. Obviously, these activities take long to start paying off. Same is the case with UPTRON's processing for exports which brings elements of risk and swings in the growth rates. But such risks are worth the try that UPTRON is determined to make relentlessly.

Management Attitude:

The preceding discussion about the commercial
performance of UPTRON is the backdrop for providing a perception on the qualitative and quantitative aspects of labour relations in UPTRON. Quantitative objects of labour relations have been furnished by the various labour laws in operation in the State, and the qualitative complexion is the outcome of both the attitude of the management and the aptitude of the workers.

The Research Scholar undertook a visit to the Head Office of the UPTRON at 10, Ashoka Marg, Lucknow, to find for herself the impact of legislative safeguards on the labour relations in the UPTRON.

**Span of Control:**

For the management, workers are the persons who have to work under control, supervision and guidance of supervisors in the workshops. The Supervisors are concerned with the performance of workers engaged in different processes. For instance, the production of B W TVs is divided into several processes, e.g., the cabinet, the screen, the circuit, the fittings and placement of transistors, condensors, polishing and packing. Each supervisor is in-charge of the work
related to a particular process. On average, the number of workers under one Supervisor varies from 80 to 100. Is it an ideal span of control? The Research Scholar had an opportunity to visit the Electronics Estate in Kanpur for a comparative study of the span of control at ground level. To Research Scholar's amazement, the units of comparable size in Kanpur are working with less workers under the control of one Supervisor, i.e., 40 to 50 workers in a process.

**Personal Contact:**

The workers in Kanpur's private units have a sense of belonging and intimate relationship with the management. In UPTRON, Supervisor depends on very senior workers known as chief worker and respected for the closeness with the management. In Kanpur, an individual worker has an opportunity to communicate to employer his opinion about the parts and components and any idea for improvisation of the technology. In my opinion, it would be desirable to devise an ideal span of control for the recognition of individuality and personality of a worker. Labour Relations would, of course, become more meaningful by a slight change in floor management. The management, as revealed by
further queries, appeared reticent on the question of curtailment of the span of control and supervision. The management of UPTRON produced figures to indicate that shorter span would imply stretching too far the line of supervision for each process. It would lead to unnecessary escalation in the overhead cost and render the product incompetent. Though a shorter span of control is beneficial to workers in terms of intimate relations, personal contact and congenial environment, the cost is the major deterrent. The Research Scholar can, however, add that the cost should be compared with productivity which must be the end-result of harmonious labour relations following shorter span for closer and personal interaction between the supervisor and the team-members.

Work Schedule:

Another significant factor which came up in the course of the Research Scholar's visit was the rigidity in the work schedule. The type, the make, the size, the quality, each and all materials have to be used as per the work schedule. The innovation, experience and expertise of a young, energetic and loyal worker do not value much in the process. A worker's desire
to rise is hard to fulfil. On the other hand, workers in the private TV manufacturing units of Kanpur have a choice to fix the work schedule.

**Promotions:**

UPTRON does not have in-built mechanism of promotion as against the private enterprises leaving it to the free will of the workers to join advanced stage in manufacturing. It can serve as an instrument to fulfil the workers' ambitions for achievement and development of his personality. The private enterprises promote the workers with a rise in their wages several times in a year. In the course of one year, a worker, by performing his duties efficiently, gets promotions and increase in wages more than once. The management of UPTRON have no innovative scheme to boost morale of workers, except the prestige of their products and the institution which stands their workers on high pedestal. Monotony has its till in terms of desperation and frustration.

**Participation In Management & Grievance Procedure:**

The Labour Laws incorporate a cardinal spirit of cooperation for better understanding and mutuality.
The Research Scholar discovered that workers are not directly represented in the consultative committees which meet under the chairmanship of Supervisors. There are frequent meetings to discuss the conduct and behaviour of individual workers besides work schedule, before reporting the matter to the Personnel Manager for necessary action. All the chief workers represent rest of the workers in deliberations at the meeting.

It is passive procedure relatively to the quick and intimate discussions that are possible in the private units of Kanpur. The entrepreneurs play a leading role personally and dispose off the matter to the satisfaction of the individual worker. The personalised management has a lasting impact on the spirit and morale of individual workers. Actually, the workers have a homely environment in private enterprises at Kanpur. In UPTRON, on the other hand, personality of a worker is lost in the maze of rules and red tapeism. The individual workers lose individuality and personality in the factory environment. The rules, the procedures and the standard job become the sole mandates for an individual worker. Actually, it is hard for workers to have their hearts in the work they perform.
The factory management have no plan to bring about a change in their approach to problems of labour relations which result in isolation of workers and management.

Factory Environment:

The duty hours are fixed for a shift of 8 hourly routine. The work is recessed for one hour for mid-day meals. The workshop is well lighted, ventilated, tip top, clean, calm and quiet. It does not have the unusual din of factory activities. It presents physical environment which makes the work really enjoyable. The factory premises in Lucknow is surrounded by greenery. The fresh air sweeps in through windows, and the workers enjoy music in the workshop. The workshop looks less dreary and drab.

Emotional Problems:

However, environment becomes meaningless to the regular workers who are confronted with other excruciating problems of emotional adjustments in the event of indifferent attitude of management to the problems of personality development.
Trade Unions & Worker's Attitude:

The Research Scholar was taken round the factory when the workers were at recess for lunch in the canteen. The workers and trade union leaders were friendly and cordial to my queries. I pointedly asked whether the factory had any scheme of career development of workers. The answer was that a worker with a standing of seven years and good performance is eligible to apply for promotion. All the workers eligible for promotions are not accommodated. It is a universal scheme available to workers of all the units of UPTRON. For instance, in Lucknow, UPTRON has more than one unit, employing 450 workers. A common test is prescribed for the workers for promotion by test and interviews. In other words, experience and expertise is the basic condition for entitlement to take the test. The workers are not agreeable to the Corporation's rules and procedure of promotion. On the other hand, the Research Scholar was not surprised to find a large number of workers in the private enterprises manufacturing TVs in the Electronic Estate of Kanpur coming from the UPTRON as a result of cumbersome rules and procedure of confirmation and promotion. Actually, workers' attitude is circumscribed by opportunities for career
and personality development.

In the opinion of the Research Scholar, it would go a long way if the promotion scheme is examined by the management of UPTRON afresh for personality development of workers ultimately leading to better labour relations.

Wages:

Different factors are considered in the fixation of wages. Wages are the other significant causes of labour disputes. The Payment of Wages Act which has been described in detail in the foregoing pages lay down the time of payment, the mode and place of payment of wages. However, the wage structure of IV Grade employees in the State Government Departments is approved by the management of the UPTRON. The scale of pay has some basic elements, viz., the basic pay and the annual rate of increment, the dearness allowance, the house rent besides the annual bonus equal to 15 - 20 days of wages. The wages for the month initially amount to Rs. 1,200/- per worker per month. Besides the regular cadre of workers, there are irregular or casual workers who are entitled to daily wage of Rs. 40/- payable for days of actual work at
the end of month. The UPTRON recruits the workers through employment exchanges.

**Recruitment Policy And Remuneration:**

The management is not free to fix independent scales or follow its own policy to recruit workers other than the employment exchanges. The casual workers or irregular workers are the choice of the management. The management is highly conscious of the problems usually associated with over-staffing and excessive employment of casual workers. At present, the UPTRON has 2800 workers in all the units. According to management, the workers are satisfied with the wage income and recruitment procedure.

To the questions about wages and recruitment, the workers were frank to express dissatisfaction. The workers pointed out that the wages were not sufficient to support their families in the city. Majority of them are living away from their families. Remittance to the families on average is a small sum of Rs. 300/-, and, in Rs. 200/-, they maintain themselves, Rs. 100/- go to the provident fund, General Insurance Scheme, the Union Fund and the life insurance. In a way, an average worker tightens up
his belts to save 50 per cent of the wages to see himself through the lean days and also to take care of social rites, marriages and education of the children in the future.

The workers further added that some of the staff among them have got the residential quarters of the Corporation. They have to forego the house rent allowance and, instead, pay the subsidised rent for the accommodation. Loans are provided by the corporation out of the Provident Fund for building purposes sickness, marriages etc, subject to repayment in 15-24 annual instalments.

The workers accept jobs with private establishments in off-time and on holidays to supplement their income. The wages and the size of the workers' families are disparate. The average size of the family is 6 members excluding the dependent members. The average number of dependents is 7 to 8 members. By the standard of workers' family and the number of dependents, it is highly unlikely for an average worker to live comfortably.

Fringe Benefits:
Nevertheless, a worker expects to earn 35 increments in his life-time to reach the maximum of Rs. 2000 basic. For pension, thirty years of service and the average 10 months' wages are the reckoner of the maximum gratuity payable to a pensioner. It is expected to yield a sum of Rs. 60,000/- for income of Rs. 600/- per month from interest on fixed deposits at 14 per cent. The pensioner is entitled to encashment of earned leave and commutation of half of the pension for lump sum payment. These are the fringe benefits accruing to workers in the old age.

Rules & Regulations:

The workers are fully aware of every rule and regulation relevant to wages, bonus, and other cash benefits. The main cause of general dissatisfaction lies in low wages, bonus, lack of mobility and non-availability of full benefits.

The Research Scholar verified the statement with the workers in the private TV manufacturing firms of Kanpur. Discounting the exaggeration, the Research Scholar discovered that the workers of private enterprises are more or less satisfied with total emoluments. Besides, the workers have freedom to
take the opportunity for training of their relatives in the technique of manufacturing TVs there. The trainees become extra hands to the entrepreneurs under the personal guidance of the workers concerned without additional cost. After sufficient training for handling a job, a stipend by way of incentive is granted with a security for ultimate absorption in the undertaking. Such new hands are employed at service centres maintained by the private manufacturers at different convenient places in the main market. Their loyalty is unquestionable, and expertise and experience quite dependable.

The question was put to workers of private undertakings in Kanpur about other elements of wages, viz., the compensation for inflationary erosion of the purchasing power (dearness allowance), the house rent, the provident fund benefits, the pension, the Government Employees Insurance Scheme, the gratuity, the bonus, etc. They agreed that security of 'posterrity' for jobs is more important than care of the 'ancestry'. They do not mind foregoing the pension or bigger amount of bonus, the benefits under the Group Insurance Scheme, the benefits of provident fund, etc.
The Research Scholar would admit that UPTRON, as an autonomous commercial undertaking, must take note of the desirability of immediate gains in terms of higher wages. The wages are not commensurate with the needs and financial requirements of an average worker.

The question to management in terms of the need of average worker for high wages drew a terse reply; there is no limit to high wage. How high should be the wages? The management has another angle to the question of wages. According to the management, the wages would add to the cost at a time when, already, the inflation is showing a sign to recede. In other words, it would not be a wise step to kill the goose laying golden eggs. It is the viability of the commercial undertaking that has to be strengthened by all means and always. There is no doubt about the force of the logic that wages and productivity are the tenable basis (and not the need to live comfortably). Besides, there is no restriction which the management imposes on the mobility of workers. They have always been free to leave and join the other undertakings. However, they can ill afford the loss of trained and disciplined workers.
The attention of the management was drawn to the workers' preference to jobs for 'posterity' like TATAS in India and every Japanese firm in Japan. The management's attitude did not support the proposition of 'ancestry to posterity'. They regard the public enterprises as antithesis of the private rights to 'inheritence'. There is a specified procedure of recruitment which the management of the UPTRON has no intention to circumvent or change.

Nevertheless, the Research Scholar is fully convinced that the UPTRON with its commitment to electronics as the future of India should serve as a centre of electronic culture. To attain the objective, 'ancestry to posterity' must be viewed as the base or the launching mechanism of the electronic revolution with a disciplined and contented work force. It is the root of good and cordial labour relations.

**Development of Human Resource**

The question of development of human resource at the grass root (workers) was parried by the management. The management showed dissatisfaction with the performance of the employment exchanges to find excellent hands for them. The Research Scholar
suggested as an alternative; the course may be assigned to University Polytechnics running the 'Community Projects' for human resource development in critical areas. The University Polytechnics have fully qualified staff to bring in their experience and expertise for the development of right hands for electronics industry in general, and for UPTRON in particular. The management of the UPTRON qualified their support to any such project at the University level for the initial training of workers without a charge on jobs. Implicitly, they hinted at the possibility of cut down in production and jobs for the time-being.

Efficiency Bars:

The wage structure was brought up for discussion with the management by the Research Scholar. The question as to how far the 'efficiency bars' were not redundant after expiry of 'probation' leading to 'confirmation' in the job. Frankly, it serves as a disappointing phase of the active life of worker who has to go down the whole hog of being below the 'efficiency bar'. The management regards it as an essential rope for disciplining the highly volatile workers in the initial stages.
To the Research Scholar, it appeared as an approach of autocratic management unrelenting to subscribe to the very spirit of public undertakings as the ventures of mutual trust and confidence.

The Research Scholar went a step further to elicit the reaction of the workers to 'efficiency bar'. To workers, it was yet another hindrance rather than support to workers in their endeavour for recognition of achievements.

**Hobby Centres:**

The Research Scholar would not mince words to recommend establishment of hobby centres for workers to develop devices by using intuitions and imagination. The management should run the centres, provide materials and make use of the successful devices which the worker may develop. It is the belief of Research Scholar that genius are born, and not taught. Given the opportunities, they can work wonders. At UPTRON, the Research Scholar came across a technician for the maintenance service of computers sold. He belongs to the after-sales service. He showed the Research Scholar invitation from an international
firm to work on 'Laser Project'. (He wants anonymity). The talents are there without an opening for achievements in the UPTRON. No wonder, the management of the corporation may find extraordinary genius among the ordinary workers. The hobby centres for the workers would be inexpensive experiment with novel ways of human resource development. Industrial relations would grow from strength to strength as a result of the positive support of the management to the development of the personality of workers.

In short, the UPTRON does not have full fledged facilities for running the refresher courses, upgradation of training techniques. It may create discontent later on among the workers.

Compensation:

To the question of compensation for disability, the management answered that all the provisions under the Compensation Act are applicable to the corporation. The Research Scholar pointed out that the management could incorporate liberal provisions independently to take care of the disabled workers.

The medical report about the nature of disability,
the staking of claim for compensation and its ultimate disposal by the administrators appointed by the State at district level is all a maze of cumbersome and time-consuming procedure. It may take long and long time to get compensation. There are so many negative determinants to the disadvantage of the worker's interests, e.g., present wage and the maximum amount of \text{Rs.} \text{20,000} \text{ in case of death, Rs.} \text{10,000} \text{ for permanent disability and Rs.} \text{5,000} \text{ for the temporary but serious disability.}

The Research Scholar discussed liberalisation of the compensation as a matter of humanitarianism. The management of the UPTRON was reluctant to provide any ex-gratia payment on their own. In the first instance, disability or death was a remote possibility in UPTRON because all the possible safety measures have been taken to avoid any such eventuality. Even on the basis of presumption what compensations would be payable and by what norms and procedure, the management felt helpless to change the procedure. The management added that the workers have insurance cover for permanent disability, deaths and other hazards. Still the Research Scholar is of the opinion that rules and procedure can be done away with to expedite
payment of compensation. It can be possible if outside agencies probing an accident are not involved. The work may be entrusted to the works manager and the supervisors to handle cases of compensation without unnecessary loss of time.

The workers do not agree with the provisions of the Compensation Act in the light of insufficient amount and also on the ground of excruciating distress which families have to undergo after the loss of regular income as a result of death or permanent disability.

The legislators of the State, in the opinion of Research Scholar, must have second thoughts on the issue. The monetary budget must not set values to human resource which is not self-generating instantly.

Work Conditions:

Another important aspect which was seriously discussed with the management and the workers of UPTRON was related to work conditions. The management pointed out that there are some special provisions in the contract of service regarding the secrecy and confidentiality of their basic technology apart
from the normal rules and regulations of the Act in this behalf. A normal duty means eight hours of effective work, besides the recess of one hour for lunch and 15 minutes break for tea in the afternoon.

Smoking within the factory or use of liquor by workers on duty and discussion on ethical, ethnical and morality is strictly prohibited as a matter of conduct. Any worker deliberately violating the norms and code of conduct within the premises is liable to serious disciplinary action. Cases of moral turpitude, violence within the factory premises, theft and vandalism are handed over to the industrial security for criminal proceedings, followed by immediate suspension of the culprits leading to termination of services on conviction.

All the workers support the attitude of the management in respect of discipline and good conduct and behaviour. They like to enjoy good relations as a community in the factory but dislike the arbitrariness in judging the events. On several occasions, these events have been exploited by trade union of the UPTRON for strikes.

The Research Scholar is of the opinion that there
should be a representative committee for preliminary investigation before final decision by the management. At least, it would help the labour relations to find a rock bottom to grow, with representatives of the workers fully committed to the findings in the matter. They would have not a single word of complaint against the autocratic attitude of the management.

The management dismisses the idea of a committee as a dilatory tactic which is full of every risk to encourage subversive elements. Stern action is the only deterrent force to fight discursive elements.

In other words, the management and well-meaning workers both are not for compromise with rowdyism. Its results have been quite encouraging in the form of good labour relations and development of corporate character of the industrial community in UPTRON's factories.

**Labour Welfare Scheme**:

The management's attention was drawn to the welfare schemes which are quite necessary for the development of healthy relationship with the workers.
The management pointed out that there are going to be full scale of benefits to their workers in the course of the next few years when the workers' welfare schemes are cleared by the State Government. It includes the scheme for leasing the developed plots for the construction of residential houses of the workers. It would come off in collaboration with Housing Urban Development Corporation of India (HUDCO). The dispensaries services are minimal at present. They have a staff of one physician and one male nurse for health services. The life saving drugs are not adequately available. The management is trying to persuade the State Government to extend the Medical Health Scheme on the pattern of the Central Government's Scheme. The establishment of a high school, one club and stadium for the promotion of sports are some of the significant schemes under consideration of the management.

Special Leave:

To the question as to whether the management would take to to it kindly to grant special leave to the workers undergoing education through correspondence or taking advantage of the special programmes of Indira Gandhi National Open University, the reply
was circumscribed by the merit of each case. In other words, there was no policy to grant special leave for further education.

**Leave Travel Concessions (LTC):**

The Research Scholar referred to the 'Leave Travel' scheme which is available to the employees of the Central Government once in a block of 'Four Years'. The management hinted at remote possibility of 'Leave Travel Scheme' because the State employees are not provided with any such scheme. The UPTRON has to operate within the overall framework of the directives and monetary budget provided by the State Government. In the opinion of the Research Scholar, there are many stones yet to be turned.

**CONCLUSION:**

In brief UPTRON is one of the blaze-trailing corporations in the country. Its performance in terms of diversification, promotion and development of electronic industry both in the private and the public sectors is a matter of great pride.

The corporation has eighteen units employing
2832 workers approximately. The wages, recruitment, promotion and placement policy of the corporation is comparable with other public undertakings in the State. However, the corporation does not live up to its role as an 'ideal employer'. At least, there is an element of discontent among workers on the question of jobs from 'ancestry to posterity' unlike the workers of the private sector who are favourably disposed to the policies of their employers in respect of jobs for their children and relatives. The aspect of social security and welfare does not receive as much attention of the management as it deserves. However, the management and the well-meaning workers are united in putting an end to indiscipline and vandalism within the factory premises. The cordial relations exist in the factories of UPTRON. There are 14 trade unions, in UPTRON, duly recognised by the management as representative body of the workers. The trade union has no complaint of interference from the management. The office rooms are provided to trade unions free of rent as a gesture of goodwill. The personnel manager has no serious complaint about the activities of the trade unions.

However, there are many miles yet to be
turned in respect of social security and labour welfare. There would be wholesome impact of these measures on labour relations.

The forthcoming chapter synoptically presents the problems and suggestions of labour relations in the Uttar Pradesh public enterprises with particular analysis of UPTRON.