CHAPTER V

SUMMARY AND CONCLUSIONS

Review of Labour Relations - Policies and Practices:

In early period of industrial revolution, the workers had little significance (not any thing more than a critical input). The wages, the security and social amenities were all a neglected aspect of human life.

Capital and labour emerged as two divergent and diverse factors. Karl Marx took up the issue on the economic, social and political plane. In his famous book, Das Kapital (The Capital), Karl Marx, among other thing, stresses the need to base value on labour input, in place of evaluation on the basis of Capital input. In his logical system of social and economic order, labour is to be restored the place of prominence in industries. Thoughts of Karl Marx led to the establishment of socialism, proclaiming freedom for labour. However, the labour problems did not come to an end even in Socialist States. The stereotyped administration in Socialist States, though taking the evaluation
of labour off the market mechanism, did not succeed in providing incentives and personal initiatives.

In U.K., U.S.A., and Germany, serious thoughts have been given to labour problems in factories. The questions were posed for serious answers to unfold the extent of complexities. In the first place, Karl Marx's claim to exploitation of fellow human beings by subjecting them to sweating labour for low wages could not be brushed aside. It was an established and admitted fact that workers were not adequately paid. By all tokens, they lived a wretched life (by standards of houses, food, clothes, social respectability and opportunities for self-actualisation) in the days of Karl Marx.

Economists, philanthropists, social scientists and social reformers have been arrayed against the abuse of workers in factories since long. Scientific studies followed the outbursts of social reformers and philanthropists in all important disciplines. The debates converged into the main issues, i.e., cumulative dividend and its distribution. Any scheme that contributed to the cumulative dividend was acceptable to capitalists, but to workers it was acceptable if it
enhanced the wages. Capitalists still regard wages as loss of dividends belonging to them. By the same token, workers continue to regard profits as undue share taken away by Capitalists. In this sense, workers and capitalists have conflicting interests.

It fell to the lot of educationists, including economists and social scientists, to sort out the conflicts and forge complementarity in views on Labour Relations. Adam Smith, in his famous book, "Wealth of Nations", spelt out logically sound framework of Divisions of Labour, as a first step, to promote labour productivity for higher wages and profit, both. It has taken edge off the Capitalists resistance to offer better terms to the workers and give fair deal to them. It went to the heads of Capitalists to make investment in the development of technology for higher productivity. Ultimately, the wages began to look up as the industrial activities conformed to new technologies.

The tensions did not end with Adam Smith's growing influence. The matter still remains neglected in respect of wages, basic amenities, promotions, social security and respectability. Others to join
Adam Smith, subsequently, include many more luminaries. Marshall, Pigou and others also spoke in the same vein. This time, the tenor of reasoning was more humanitarian than purely economic. In Marshall's view education was an investment in human capital. In other words, it would not only be the machine's development, maintenance and replacement to be reckoned with for smooth growth of industry, but also 'Man' behind the machine has to be fully trained, educated and disciplined to take full care of existing operational snags with a clear perception of the future. It impelled Marshall to emphasise the role of training and education of workers. Pigou, taking a step further, had to point out the need for a dependable, permanent, non-migratory and contented work force in harmony with factory environment.

Factory engineers were in disagreement with economists sweeping recipes to deal with worker's apathy. Fayol and Taylor had a practical solution to the entire gamut of problems. It is true that Adam Smith's division of labour, Marshall's emphasis on education and training and Pigou's analysis of worker's attitude and aptitude within factory's premises were too basic to be ignored. It promised too little to prepare a foolproof plan to ward off conflicts between
the workers and the Capitalists on the real issues of compatibility and complementarity.

Taylor offered an inbuilt scheme of innovation, viz., Management of workshop with workers to participate voluntarily in rationalisation. The scheme provided thrust to avoid waste and raise wages beyond the guaranteed minimum wage. In his words, the scheme secures to workers fair wages for a day's fair job. To a large extent, it was endorsed by capitalists, adopted and accepted by workers.

Fayol proceeded with his Scientific Management to motivate workers for better performance. He was inspired by the observations of psychologists to take note of the adverse effects of 'rigorous exertion' for higher wages. There must be a limit to the amount of work for a worker in a day. Exertion and exhaustions are both undesirable. To do away with the evils of higher wages at formidable cost of health, Fayol suggested scientific studies of motion and fatigue to specify a day's standard job for an average worker, with appropriate incentives for exemplary excellence.

There have been refinements of the basic ideas to suit a particular industry's environment and
capacity to afford innovative schemes. There is no denying the fact that engineers and economists both have been, till then, busy with devices to tap and tame powers of human skills. However, little has been mooted, or actually implemented to promote and preserve the human values in factory environment. Remote ownership, divorced from actual management of corporate affairs, tended to rely on professional management. In spite of all the benefit of skilful handling, smooth functioning and tremendous achievements of management, the snag of dissension and mis-apprehension between management continue to dog Labour Relations.

A fresh look was taken by experts on the problem. It is felt that there should be reorientation in the concepts and philosophy of management vis-a-vis workers.

Economists based their theories on profit as the sole motive or goal of a business firm. It did not concern itself with maximisation of workers welfare. A change in the attitude of management is called for to offer profound opportunities to workers to participate in the attainment of common goal of maximum welfare.

As an initial step, the worker's management
got recognition with the establishment of personnel department as a distinct and important segment of a company's brain trust. Its functions include the policies to promote economic objectives and welfare of the workers.

Besides, Labour Relations have come under the technological influences. The technological revolution transcended all political, ethical, social, geographical barriers. It is now world-wide culture taking on all nations, irrespective of their age, stage and philosophies. In response to global change in human relationships as a result of industrial revolution, ILO came into existence. It continues to hand over 'Covenants' for ratification to member nations for labour welfare. A series of 'Covenants' are the outcome of serious deliberations in the conferences held under the aegis of ILO.

In fact, these covenants paved the way for legislative measures to ameliorate the living conditions and quality of work life. Its model guidelines are still regarded as the ideals of labour relations. It advocates for fair wages to be computed on the basis of price index. In most of the countries, a separate industrial workers price index is prepared, up-dated and considered for revision of both the wage rates and dearness allowances,
etc. However, much is desired by way of uniformity in wages which, at least in developing countries, are disparate from region to region, industry to industry, firm to firm. India has taken lead in the direction of evolving a national policy for wages both in the organised and unorganised sectors. Labour relations cannot be an issue divorced from the question of ethics of industrial management.

Further, to reinforce and fortify the workers in their vital role as factor of production, ILO deliberated on the question of worker's rights to join trade unions. Invariably, this has been ratified by all member nations in the light of existing industrial environment.

It is perceptible from the study of the long history of labour relations that it has had different connotations and varying shades of opinions of eminent authors at different times. The Socialist authors, including Karl Marx, regarded labour relations as a question of device to forge unity and mutual trust among workers for the control of commanding heights of the economy. Capitalism had no place in Karl Marx's socialism. The Fabian economists oscillated in their views between pulls and pressures of divergent interests of capitalism and socialism. Others, such as Adam Smith, emphasised
investment in human Capital. Pigou gave a call for education and training of workers in effect to abridge the gap between workers and Capitalists. Fayol and Taylor's technique for effective cooperation between capitalists and workers brought up the main issues involved in management of human resource e.g., efficiency and productivity. ILO canvassed the idea of labour relations in all-pervasive participation of workers in management and their rights to form trade unions.

To the Research Scholar, labour relations in totality appear to be a complex terms which has been influenced in many ways - socially, economically and politically. In the first instance, technology has contributed to the changes which are taking place at phenomenal rate. To cope with ever growing number of workers engaged in the process of production and distribution on large scale in the wake of technological development, the Government, particularly in India, is impelled to initiate legislative measures. It would not be, therefore, far from truth to assert that labour relations is a matter of legislative complexities, through in essence, it was merely in the beginning a sentimental issue for the workers and a question of attitude for employers.
Further, in no two countries can the state of labour relations be identical; it much depends on the stage of technological development, social ethos, political system and economic structure. Likewise, the nature of labour relations would be hardly similar in two different types of industries involving altogether dissimilar technologies.

POLITICAL IMPACT ON LABOUR RELATIONS IN INDIA:

In India, State has a crucial role in shaping policies of employers towards workers. It is the policy of the State to encourage trade unions and discourage rivalries by recognising the representative union on the basis of the strength of members. No dispute is allowed by State to blow up out of proportions. There is a perfect machinery for settlement of disputes between employers and employees peacefully, amicably, honourably and expeditiously through arbitration and conciliation. The real problem of workers' inability to assert themselves is the weak trade unions as a result of external leadership, poor funds, unstable membership and rivalrism. The Research Scholar agrees with other authors that real power to establish cordial labour relations lies with the state so long as trade unions are able to represent and take care of the worker's interest.
A cursory look at the long history of labour movement in India would reveal that the labour policy is still inadequate to provide a firm base for ideal labour relations. It takes exception to sporadic strikes and lock-outs to ward off danger of colossal losses of jobs and production, besides the loss of revenue to the State itself. The public enterprises are cast into the role of executing the labour policy of the government.

The first plan has to highlight the role of the workers in public enterprises as masters of the undertaking. The policy of the State is enunciated in unequivocal terms in the Second Plan. It reiterates the public enterprises are the pace setters of harmonious labour relations, close cooperation, mutual trust and innovative attitude of both the workers and the management. Any lapse on the part of management to fulfil its responsibilities towards workers would undercut the growth of public enterprises in future.

The fact of worker's role in industrial development of the country has been given prominent place in Industrial Policy, 1956. It points out that no development would sustain without workers' enthusiastic support. The industrial growth would look up with management associating workers activity in the formulation of policies and
execution of plans. It places responsibility on the public enterprises to establish participative management.

A step further is taken in the pronouncements of labour policy in the Third Plan. It calls into question the attitude of management towards workers. It spells out the salient features of labour relations for speedier progress of the country. There should prevail an environment for the workers to work with a sense of pride, satisfaction, loyalty and achievement.

The fourth and the fifth plans emphatically approached the problem of labour relations by incorporating suitable guidelines for management of public enterprises to pursue the objective of better working conditions and meaningful cooperation between the management and the workers.

The Sixth and the Seventh Plans again raised the question of productivity. It categorically listed factors for low productivity, particularly in the public enterprises. The plan document agrees with the view that technology has much to account for the existing low productivity. It calls for renovation and modernisation of plants for effective cost efficiency to enhance competitiveness. Nevertheless,
it does not lose sight of two major causes of the failure of public enterprises to make good use of its capacity. It reiterates that there is growing tendency among public enterprises to lapse into slackness. The targets of physical production remain largely far fetched. There has ensued a long debate to find out the reasons for the failure of public enterprises. In the ultimate analysis, poor labour relations have much to account for poor performance of public enterprises.

State Policies Vis-a-Vis Trade Union Movement in India:

It is necessary to beef up trade unions. Trade Unions in our country are the symbol of freedom of workers to organise themselves for economic, social and economic objectives. In 1954, the Constitution declared socialism as the ideal of our State. Two decades later, socialistic democracy came to be recognised as the form of political and economic system. Now, in 1990s, it seems pertinent to undertake institutional reforms for better performance of the economy. In the entire process, trade unions have complete independent status to assert politically, economically and socially.
In brief, disputes and the settlement of disputes are purely a question of organisation of workers. Labour Unions should pursue the objective of developing enlightened membership through educative, informative programmes and through provision of facilities for training of workers. Its constructive role can pave the way for Unions to assume power in democratisation of industry. The whole point which emerges from the foregoing discussion is that labour disputes emanate from political system, social attitude and labour legislation.

Attitude of Workers Vis-à-Vis Management:

In a socialist country, like India, financial and industrial control of employers runs counter to the interests of workers. Instances of indifferent attitude and objectionable policies in Industries in India substantiate the demand for putting an end to employers self-centredness. It must give way to active cooperation based on mutual respect and benefits. Workers would not have to resort to tactics of strikes and disruptions. The State is, of course, required to prepare a model machinery for peaceful settlement of disputes. It must incorporate salient
features of system involving employers and workers to work together as equal collaborators and partners. The attitude which prevail in industries generally is not free from mutual distrust, in place of trust, misapprehensions, suspicion, doubts and misunderstanding. The objective of close and willing cooperation can be realised by inviting workers to participate in management. In a way, it is a key to building up confidence of workers to work for their own progress and prosperity. Workers and shareholders together have full stake in managing industries.

**Disputes And Resolution :**

A look at the striking features of the labour disputes brings out the main issues of workers feeling unprotected in the absence of effective machinery for settlement of disputes, weak Trade Union movement and inadequate legislative safeguards in pre-independence period. The only instance for individual worker's grievances was the labour court in Madras on ad hoc basis. It was the period of apathy towards workers. Of course, employers' autocracy was in full bloom enjoying in full measure the unrestricted commercial and financial powers. There was a complete neglect of
labour's welfare in British India.

However, it should be of great academic interest to bring up the serious problems of post-war period in the country. Prior to historic moment of the country's political independence, the phase of widespread industrial unrest set in. It stemmed, in first instance, from the industrial policy resolutions declaring bigger role for public units with a commitment to industrial democracy for industrial workers. The political support was extended to retrench autocracy of employers in certain financial matters, specially fixation of wages. Industrial policy resolution, 1948, apart from laying the base of socialistic democracy through the instrumentality of public sector, dealt with strategy of wider participation of workers in management.

The machinery for the settlement of labour disputes both for groups and individuals, at least, worked as a complement to mutual intense desire for strong industrial progress and prosperity. Of course, the faith of the workers in national leadership took a bold step in braving the on-slaughts of galloping inflation, evaporating purchasing power, worsening
living standards, obsolete plants and inadequate supplies of critical inputs, particularly cotton and jute. A close examination would reveal that conciliation was a matter of facility. The only recourse to peaceful settlement of labour disputes. Adjudication has, always, been too costly and time-consuming procedure for any individual or group of workers to afford.

The usual feature of strikes has been the awareness among workers to demand ever increasing share in productivity by way of bonus and also demand for revision of scales of wages. The norms should be changed in favour of the workers. The resistance of workers against the government is decision to freeze wages as a measure to arrest-inflation tended to add fuel to militant mood of trade Union. The measure never got off in the midst of trade Unions' opposition. However, the demand for revised scale and the D.A. was partly met by the management. Hard hit was the export sector with strikes by the port workers and the mill workers in 1980s.

It appears that the public sector undertakings do not have a high profile in respect of the industrial
disputes. There has been rising trend in both the public and the private sectors. The public sector has frequent confrontation with workers particularly since 1970.

Profile of Labour Relations in Utter Pradesh:

However, labour relations in Utter Pradesh present a completely different picture. In fact, U.P. is one of the largest States. Its total area covers 294,000² kms. - only next to Rajasthan in terms of area. It works out 33% of the total Northern Region's area of 888,600² kms., and 11% of the country's total area 3287² kms. (excluding Assam).

Looking at urbanisation rate, Utter Pradesh is trailing behind all the other Northern States (of course excluding Himachal Pradesh). The Urbanisation rate in Utter Pradesh is 18% as against 93,8% for Chandigarh. Industrial activities are one of the reckoners of the urbanisation. It may be inferred that Utter Pradesh has less industries than the other States. Its 90% of the population is still dependent directly and indirectly on agriculture.
Taking literacy to measure the State's economic state of development, Uttar-Pradesh is at the bottom of the Northern States. Its 27% of the population is literate. It is far below All-India average of 36% and Northern Region average of 29.9% (Table II).

Considering per capita income as a measure of productivity of the State, Uttar Pradesh lags far behind the All-India average of ₹2596 and the Northern Region's average of ₹2959.1; the per capita income of the State comes to ₹2003 at current prices. It re-instates the view of the Research Scholar that the industries in the State have yet to make a big leap-way.

It can be observed that Uttar-Pradesh is behind all the other States in the Northern region in industrial development. Nevertheless, Uttar-Pradesh is taking expeditious steps to develop industrial base. The State Government has issued largest number of letters of intent and the industrial licences. However, the trend has decelerated in subsequent years.

The fact of deep concern for the State
authorities has been the highest incidence of industrial sickness. Largest number of units are listed sick in Uttar Pradesh. It is true that the industrial sickness is a financial connotation. However, its implications have to do a great deal with labour relations. This is a factor which makes the problem of labour relations all the more relevant to industrial development and sustenance of industrial growth.

The State has certain legislations to protect workers interests. A resolution was adopted at All U.P. Labour Convention in 1953 spelling out the modification of existing legislations and further enactment for labour welfare. It included application of Central Factories Act in place of the State Factories Act, amendment of the Labour Disputes Act, and implementation of the workmen Compensation Act. The resolution provided outlines for social and economic benefits including Employees State Insurance Scheme, Payment of Wages Act, Workmen's Amenities Act, and a separate department in the Government exclusively to deal with labour problems. The resolution also demanded representation of labour on the Committees Concerned with preparation of Industrial Policy. In other words, it was a demand
for parity with Central Government employees and also for participation in management both at the factory level and the State level.

It sparked off stir among workers State-wide and forced the State Government to set up a Committee for suggestions to ameliorate working conditions of workers in Uttar Pradesh. The Committee's recommendations in general incorporated the All U.P. Labour Conventions views. Bonus and increase in wages were the real economic gains as a result of the Committee's recommendations. However, some of the workers' demands for progressive enactment were not acceptable to the Committee because it was too early to do so. It is particularly related to worker's participation in industrial policy at the State level and their representation on the Boards of Directors.

Nevertheless, Uttar Pradesh Government amended the Industrial Disputes Act in 1967, with an intention to make the statutory provisions liberal and effective to put an end to frauds and misrepresentation. The State Government is authorised to take initiative under the Act for appointing tribunal of three persons (under the Central Govt. Act, one person) to
adjudicate on disputes threatening the working of more than one unit in the industry. Reconsideration of awards by Labour Courts, or setting aside the awards obtained through fraud or as a consequence of misrepresentation are referred to Tribunals by appropriate authorities in the State Govt. In effect, the gimmicks of the employers or misrepresentation and fraud by any party is nullified as soon as the facts become known. Further, care has been taken to recognise the real trade Unions for representing labour on Tribunals. It is the right of trade Unions in existence for two years since registration to represent workers before the Tribunals. The issue automatically is resolved when rival trade Unions claim to be representative Union.

In short, the Industrial Disputes Act sees to it that there is no employer's autocracy and stultification of employers by workers. Mutual rights are fully protected in a peaceful and cordial environment in the industry.

It is worth having a look at the machinery for settlement of disputes under the Labour Disputes Act. In the first instance, it is compulsory under
the Act for units having 200 or more workers to constitute the Works Committees. The case beyond the competence of Works Committees are referred to conciliation officers. On the basis of their investigative reports, cases are finally referred for adjudication.

**Adjudication is a 3-tier system - Labour Courts, industrial tribunals and national tribunals.** Awards by labour courts are subject to approval by the State Government for reconsideration by tribunals only if several units of the industry are likely to experience labour trouble as a result of dissatisfaction over the verdict. In the opinion of the Research Scholar, every effort would be self-rewarding if the machinery at the unit level is revamped with wider powers to deal with labour disputes.

**Mechanism for immediate release the amount of compensation includes the offices of Assistant Labour Commissioner and the Commissioner.** There is no justice at the door-step of factories. It takes too long for workers to file the claim for compensation. The Research Scholar would like to suggest amending the Uttar Pradesh workmen's
Commmensation Act, 1923.

In Uttar Pradesh, the wages Act was legislated in 1936 with the following objectives:

(i) Fixation of the period for payment of wages;
(ii) The mode of payment of wages; and
(iii) The timings and place of payment of wages.

Most prominent of the legislations in Uttar Pradesh is the Trade Unions Act, 1936. It allows seven or more persons employed in trade, business or industry to form trade Unions. The Registrar of Trade Unions, after satisfaction with rules of procedure, recognises the Union as a legal and Corporate Body. It becomes obligatory on the part of the employers to recognise the Unions as a representative body. However, violation of rules under the Act empowers the Registrar to de-re-cognise the concerned Trade Union.

In the strict sense of law, the members of Trade Unions are given freedom of association for positive role to promote, preserve and develop industrial workers' socio-economic and political life in search of social welfare. The question as to how far workers are united in their struggle for industrial democracy in the State is significant for analysis.
It is plain enough that Trade Union movement has been led by four Central Organisations INTUC, AITUC, HMS and UTUC. The State Labour Re-organisation Commission, 1972 has not minced words to criticise the legal status of the Central Organisations which operate in the State without registration. It is amazing to find the labour disputes referred to the central organisation for participation in settlement process. The anomalous practices of statutory authorities appear to the Research Scholar as a patent disregard of the Trade Union Act.

The Commission has come hard on the Central Organisation's attitude in respect of funds raised and spent. The Commission criticised the total funds spent just on salaries, wages and protection of union workers. No welfare activities have been funded by the Central Organisations. The Trade Unions have become hot bed of politics and drag-net of political parties. In the opinion of Research Scholar there is a need for the growth of Central Union in the State. The federations may be regarded as a forum of labour unity, in a sense. Actually, those federations at the State level are not effectively functioning so far as the number of workers and the
success rate is concerned.

In five-and-a-half decades since Independence the Trade Unions belonging to all the central organisations stand to involve 7.47 lakh workers in Uttar Pradesh, or 62% of the workers in organised sector. That is the total membership of 877 Unions affiliated with 9 Central Organisations, H.M.S. and INTUC together claim more than 50% of the members in 573 Trade Unions under their umbrella. In true sense, these two federations have to undertake major responsibility for welfare of workers in the State.

There cannot be any exhaustive list of objectives of trade unions, except the main objective of workers' welfare which incorporates both frings and non-fringe benefits and also the measures to provide social security. There is no gain-saying that shortcomings of trade unions and their federations are actually the attributes of weak labour movement in the State. The Research Scholar may assert that outside leadership and national politics dominate the programmes of trade unions in the State. It calls for concerted efforts to embrace all the workers in horizontally and vertically integrated trade unions with scruples for
judicious utilization of the funds.

Management has been neglecting Labour Welfare as an integral part of labour relations. The State enacted Labour Welfare Act in 1948. The salient features of the Act are that it seeks to fulfil the real needs of workers. This Act imposes compulsions on the employers to see that provision of labour welfare is regarded as a social obligation.

This Act includes those items of welfare which are over and above what is provided by other statutory provisions.

A Case Analysis of UPTRON:

To find out how far technology can affect labour relations and how ideal are the public enterprises in the State, the Research Scholar has made a case analysis of UPTRON.

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 (UPLC) is actually known by the name of its TV products UPTRON to the outside world. Initially, it had functioned as a subsidiary of Pradeshiya Investment Corporation of Uttar Pradesh (PILCUP) until incorporation as a separate and independent corporation under the Companies Act, 1956.

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 in the development of electronics estates 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, NOIDA has been selected for 100 schemes by UPTRON. Hindustan Computers Ltd. is the joint venture at NOIDA. At Sahibabad 40 units are being promoted by UPTRON in phases. UPTRON powertronics, UPTRON Shreetromix 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 the private sector. UPTRON Anand Limited, Kanpur, Hindustan Computers Ltd., NOIDA, UPTRON Powertronics Limited, NOIDA, UPTRON Shreetronic Ltd., Uptron Electronic Devices Ltd., Uptron Colour Tubes Ltd. and a few others. The collaborations have been a 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 to produce 60 mil. Aluminium electrolytic capacitors in a year. Uptron Digital Systems 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.

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

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.

As 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 assess the impact of legislative safeguards on the labour relations in the UPTRON.

A 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.

UPTRON does not have in-built mechanism of promotion. Opportunities for promotion can serve as an instrument to fulfil the workers' ambitions for achievement and development of his personality. The private enterprises promotes the workers with a rise in their wages several times in a year.

The Labour Laws incorporate a cardinal spirit of cooperation for better understanding and mutuality. The Research Scholar discovered that
workers in UPTRON 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 personel Manager for necessary action. All the chief workers represent rest of the workers in deliberations at the meeting.

It is expensive procedure in UPTRON 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 workers. 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 tapism. The individual workers lose individuality and personality in the factory environment. The rules, the procedures and the standard job become the sole mandate for an individual worker. Actually, it is hard for workers to have their hearts in the work
they perform.

The factory management has no plan to bring about a change in their approach to problems of labour relations which result in isolation of workers and management. 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.

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.

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 three 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 UPTON recruited the workers through employment exchanges.

The management is not free to fix independent scales or follow its own policy to recruit workers other than the exemployment 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. At present, the UPTON has 2800 workers in all the units. According to management, the workers are satisfied with the wage income and recruitment procedure.

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.

Nevertheless, a worker expects to earn 35 increments in his lifetime to reach the maximum of Rs. 2000/- basic. For pension, thirty years of services 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.

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 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 and undertakings an antithesis of the private right 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 they 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.

The question of development of human resource at the grass root level (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.

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 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 R.S. 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 extra-ordinary genius among the ordinary workers. The hobby centres for the workers would be inexpensive experiment with novel ways of human resource development. Labour 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. 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, 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 disadabtagage of the worker's interests, e.g., present wage and the maximum amount of Rs. 20,000 in case of death, Rs. 10,000 for permanent disability and Rs. 5,000 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: that 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 of procedure can be done away with the prompt payment of compensation. It can be possible if outside agencies proboing an accidents 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 and earning capability.
The Legislatore of the State, in the opinion of Research Scholar, must have second thoughts on the issue. The monetary must not set value to human resource which is not self-generating instantly.

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 provision 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.

To the question as to whether the management would take to it kindly to grant special leave to the workers for undergoing education through correspondence or for 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.

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 frame work 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.

Actually, 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 respect of social security and welfare does not receive as much attention of the management at it deserves. However, the management and the well-meaning workers are united in putting an end to indicipline and vandalism within the factory premises. The cordial relations exist in the factories of UPTRON as evident from a few strikes. There are 14 trade unions, each for a factory, 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 measure on labour relations.

Findings:

In brief, following are the findings of the Study:

1. Conflicting interests of labour and capital give birth to labour disputes. It has been substantiated by the review of labour movement in U.K., France, Germany and U.S.A. Free enterprises attach importance to Capital; and labour is supreme in 'State enterprises' of Socialist bloc.

2. India makes a history by adopting 'mixed economic system' since the First Five Year Plan, for a sobering effect on management in dealings with workers. However, the serious snags developed as a result of divided power and jurisdiction between the States and the Centre. All the States do not compare well in terms of wages, bonus, amenities and facilities to workers.
The difference lies in State legislations and administration.

2. State enterprises in Uttar-Pradesh do not have a high profile in respect of ideal labour relations. The labour relations are fraught with problems.

4. Education, training and skill makes a lot of difference to the quality of labour relations. It is revealed by the in-depth study of UPTRON.

Suggestions:

1. It is suggested that there must be change in the attitude of both management and workers. Both should work for homely environment within and without the factory premises. Workers and management must mingle together in canteens, on the floors of workshop, in the meetings and on social occasions.

2. Legislations must be restricted to social responsibilities of business.

3. Trade Unions should recast their role as catalysts of labour welfare. The settlement of disputes must be instant and effective without outside interference.
4. The Vertical or Horizontal structure of trade union has outlived their utility. An era of mutual trust and association must begin.

5. Social security must be the hallmark of labour relations in public enterprises of Uttar-Pradesh, specially in such sophisticated enterprises as UPTRON.

In the opinion of Research Scholar, legislation is not the answer to the complex problems of labour relations. All the expeditious measures suggested in the thesis are relevant to the development of positive attitude of both the workers and management.

Revelations:

The whole point about the thesis, in due course, may be evolved in terms of further researches in still more vital area of labour relations' impact on Management of Labour Productivity.