CHAPTER I

DYNAMICS OF LABOUR RELATIONS -
A CONCEPTUAL ANALYSIS

Loss of contact between man and machine in factory environment has led to pyramid of complex problems. There has been no problem of man's activities and his attitude towards work as long as he had intimate control of his tools at work.

The first tool was a sharp pointed stone which the man used for hunting, skinning and fleecing. He took care of himself with his catch. No one else dominated him to direct his activities. His own impulse, experience and expertise in handling the tools, devising and improvising the implements remained with him as an everlasting drive.

The social life responded to changes in attitude of man to work in his individual capacity. The agrarian society brought with it in trail a multitude of problems, viz., organising the production consumption, distribution and exchange. However, economic historians highlight that motive was still the personal gain and loss associated with his acts and attitude to undertake production. In cottage units, man and his implements were in direct touch without having to take orders from others with a claim to dividends of
the man's hard labour. Nevertheless, an imperceptible change took place in the organisation of workforce. The artisans and their family members together worked for a common goal, viz., income. It was the family's net income to take care of their total needs. There existed an intimate relationship, close cooperation, family love, parental love and affection both in training and actual performance of job. They have few questions to ask and many hands to join.

The ideal relationship of man and machine in family environment disappeared with the emergence of industrial culture. In western hemisphere, the workers moved to factories to perform a standard job. In coal mines, they work to the orders of supervisors for fixed hours. In transport, manufacturing and other forms of industries, they work with machine under strict vigilance of supervisors.

**Historical Perspective:**

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

Capitalist 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), among other things, he 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 predominance 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 valuation off the market mechanism, did not succeed in providing incentives and personal initiatives.

In Western hemisphere, specially in U.K., Germany and U.S.A., 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 unfair wages could not be brushed aside. It was an established and admitted fact that workers are not adequately paid. By all tokens of life, they lived a wretched life -- by standards of houses, food, clothes, social rites and opportunities.

Economists, philanthropists, social scientists and social reformers were arrayed against the abuse of workforce in factories. Scientific studies followed the outbursts of
social reformers and philanthropists in all important disciplines. The debates converged into two main issues, i.e., growth of cumulative dividend and its distribution. Any scheme that contributed to the cumulative dividend was acceptable to capitalists but to workers if it enhanced the wages. Capitalists still regard wages as loss of dividends belonging to them in residence. By the same token, workers continue to regard profits as undue share of labour taken away by Capitalists. In this sense labour and capital, though indispensible to each other, 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. Taking cue, 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. It has taken edge off the Capitalists resistance to offer better terms to the workers and give fair treatment to them in Adam Smith's days. It went to the heads of Capitalists to make investment in the development of technology for labour saving devices. Ultimately, the wages looked up as the industrial layout conformed to new technologies.

The tension did not end with Adam Smith's growing influence. The worker still remained neglected in respect of
wages basic amenities, promotions, social security and respectability. Others to join Adam Smith subsequently include many more luminaries. Marshall, Fiego, etc., 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 was not the machine's development, maintenance and replacement to be reckoned with for smooth growth of industry. 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. Fiego, 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. Feyol 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 Fiego'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 the worker's and the Capitalists' conflict on the real issues of compatibility and complementarity.
Taylor offered an inbuilt scheme of innovation management of workshops with workers to participate voluntarily in rationalisation. The scheme provided trust to avoid waste and raise wages beyond the guaranteed minimum wage. In his words, the scheme secures to workers fair wage for a day's fair job. To a large extent, it was endorsed by capitalists and adopted and accepted by workers.

Henry 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 had 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 benefits of skilful handling, smooth functioning and tremendous achievements of management, the snag of dissension and apprehensions between management continued to surface unabated. A fresh look was taken by experts on the basis of the human factor's reluctance to give its best. There was reorientation in the concepts and philosophy of management.

Economists based their theories on profit as the sole motive or goal of a business firm it was rejected by enlightened management. It concerned itself with management of human activities for maximisation of human welfare. It offered unbounded opportunities to workers to participate in team work for the attainment of common goal.

As an intitial 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 and social welfare of the workers.

In the ultimate evolution of Personnel Management to perform duties for the promotion of worker's welfare, social reformers and the State have equal share to contribute. The dismal picture of living condition and work conditions
portrayed facts. The States followed up the painstaking efforts of social reformers by constituting high powered Committees to look into labour problems and make suggestions for appropriate legislations.

The industries were not confined to a particular country or group of countries. The technological revolution transcended all political, ethical, social and 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, International Labour Organisation 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 International Labour Organisation.

In fact, these convenants paved the way for legislative measures to ameliorate the living conditions and quality of work life. Its model guidelines are still regarded as the ideal of labour relations. It advocates for fair wages to be computed on the basis of price index. In most of the countries, a separate workers price index is prepared, up dated and considered for revision of both the wage rates and dearness allowances. However, much is desired by way of uniformity
in wages which, at least in developing countries is hard to come about. The countries are too aware of its impact on cost structure. Even so, India has taken the lead in the direction of policy for wages both in the organised and unorganised sector. Labour relations cannot be an issue divorced from the question of wages.

Further, to restrengthen and fortify the workers in their vital role as factor of production, ILO passed a series of convenant on the question of worker's right to join trade unions extending their activities both in the interest of industry and the nation. Invariably, this convenant has been rattified by all member nations in the light of existing industrial environment. It is true that the developed countries are in an enviable position of trade unions managed and run by the workers. This has been the direct attribute of educated and articulate work force. It has not been possible for the workers in developing countries to get the leadership from their own ranks and files. The politicians held the leadership of trade unions for their political ends. Nevertheless, development of trade unions is synonymous of the labour relations to emerge at least to enthuse the workers with renewed vigour, trust and confidence in their unity for attainment of common goals. It is undeniably part and parcel of enlightened labour relations.

It is perceptible to trace the long history of labour
relations. It has had different connotations at different times and had varying shades of opinions of eminent authors. The Socialist authors, including Karl Marx, regarded labour relations as a question of device to forge unity and mutual trust for the control of commanding heights of the economy. Capitalism had no place in Karl Marx's socialism. The theorocrats in the West Oscilated in their view between pulls and pressures of divergent interests of capitalism and labour. Adam Smith's doctrine of division of labour, Marshall's emphasis on investment in human capital, Pigou's Call for education and training have in effect been an exercise to abridge the gap between workers and Capitalists. Fayol and Taylor's technique for effective cooperation between capitalists and workers brought up the issues involved in management of human resource. ILO canvassed the idea of labour relations in pervasive terms.

Review of Literature:

The views of modern authors on the subject are the reiteration of the concepts of economists, social scientists and ILO. In his book, 'Trends In Industrial Participation in India', Dr. Mirza observes that labour relations are Characterised by democratic decision-making, involving the employees and trade unions.

Source:
2. The underlined portions have been furnished by the Research Scholar.
It is true that the workers are too aware of their rights and powers to be browbeaten by the overbearing postures of employers. It is recognised in the industrial world that workers are the key to success in business. This can come about when a process of mutual trust and confidence exists in the actual evolution of policies and their execution.

Dr. Mirza further emphatically points out that the machine culture took the toll of self respect of workers in the olden days. Now, it is high time to create & establish an environment which derives its strength from mutuality, fearlessness and fraternity. It is indeed the main motivating force to build up a dependable work force. According to him, it harbingers inception of revolution in dynamic industrial management. Dr. Mirza considers exhortation and legislation to introduce labour relation: in the form of workers' participative in both public and the private sectors. He has no doubts in his mind that much of the problem of low productivity has its traces in poor labour relations in general in India.

Mamoria and Mamoria view labour as a neglected aspect of industrial development. It was the sophisticated technology

Source:
1. Mirza, Masood Ali, op. Cit., p.80
that according to the authors, increased the importance of skills and human resource development. Earlier, the State and the Capitalists had little concern with development and well-being of workers. Peace and tranquility was the only limited objective of industrial management and State policies. In support of the statement, Mamoria and Mamoria gave chronological account of Industrial History. It is no wonder that human resource may come up sooner or later the only sole factor to spearhead the well-being of nations particularly in the course of a shift in emphasis from manufacturing to 'service sectors'. It will not take long when labour relations would undergo a change in contents and quality.

Mamoria and Mamoria bring into sharp focus the role of work force by quoting Fredaric Harbison, 'Human beings' are the active agents to carry forward national development. In this sense it is beyond any shade of doubt that labour is the chief contributor to prosperity and growth. The sheer size of wages and salaries in an incontrovertible index of the workers' share in national product. In this way, welfare of workers is a question of the well-being of the nation as a whole.


In modern days, the workers occupy significant position in the development and prosperity of a country. As a matter of fact, labour relations should serve as a kingpin in the plans of economic development. In no way, it can be accepted as a wasteful plan of expenditure to boost or to promote labour relations.

For an insight into the complexities of labour relations, the authors, Mamoria, and Mamoria, make a narration of the special features of industrial work. According to the authors, large scale operation made it impossible for workers to have direct and personal relations with their employers. Further, there is loss of satisfaction from the work as a result of specialisation and development of skills to perform just a segment of total job. The dissatisfaction tends to become intense with ever growing supervision and control of supervisory and managerial staff. If steps are not taken expeditiously to establish a process of direct and close personal rapport with workers by way of congenial labour relations, there is every possibility for the labour unrest to catch on and become wide-spread.¹

Mamoria and Mamoria suggest that labour relations should not be confused with personnel management. They find that some of the authors have not made distinction between personnel management and the labour relations. For instance,

¹ Source: Mamoria, C.B., Mamoria, S., Op cit, p. 201
Dale Yodev maintains that personnel management has to establish labour relations for effective use of manpower. Likewise, E.F.L. Brech finds personnel management concerned with policies dealing with employer - employee relationships. In this sense, the labour relations and personnel management are used as synonyms and interchangeable terms.

It is strange that distinction has not been made between personnel management and labour relations by British Institute of Management. According to the Institute human relationships within an organisation are the subject-matter of study of personnel management.¹

In the opinion of Research Scholar, group relationships fall outside the purview of personnel management. Personnel management deals with individuals as employees. In a way, personnel management constitutes a segment of agencies involved directly in the maintenance of labour relations within an organisation.

Michael defines labour relations as the relationship between workers and management, with trade unions as an important agency in shaping these relationships.² According

² Michael, V.P., Labour Relations in India And Workers Involvement In Management, Himalya Publishing House, 1991, p. 8
to him, it is three-dimensional concept involving personnel management individual workers and trade unions for group relationships.

John T. Dunlop emphasises attitudes of workers and policies of management as the basic elements of complex labour relations. Tead and Malcaffe — point out that well-being of all members of an organisation call for mutual trust, voluntary cooperation, devotion and dedication to work which the workers have to perform under the control and supervision of management.¹ In this sense, inter-relationships among workers and management signify labour relations.

Hypothesis:

Labour relations in totality appears to be a complex terms which comes under impact of many divisive influences. 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, though, in essence, it was merely in the beginning a

Source : ¹ Michael, V.P. Op cit p. 9
sentimental issue for the workers and a question of attitude of employer. Further, in no two countries can the state of labour relations be identical; it much depends on the stage of technological development. Likewise, the nature of the problems of labour relations would be hardly similar in two different types of industries involving altogether dissimilar technologies. The textile industry as compared with computer industry would present a picture of labour relations in sharp contrast with each other. Technology is not only responsible, more often than not, for the type of workers but also for different pattern and size of the work force. Citing the earlier illustration, Computer industry employs highly skilled workforce acquainted with automation in the process of production. In other words, the computer industry's pattern of employment is bound to be different both qualitatively and quantitatively from the Textile industry in the country. The latter industry's workforce is tremendously over sized, with a large and strong trade union, giving rise to a complex problem of labour relations. The fact has been highlighted by Jagdish Prakash, Rao & Shukla that technology influences the labour relations system, including the characteristics of workplace.¹

The labour relations have become purely a matter of total performance of an industry in terms of revenues it

actually realises from the sales of its products that the workers are turning out. The industries passing through boom and prosperity may be supposed to be in an enviable position to afford comfortably the cost of many schemes to maintain ideal labour relations, e.g., cash awards, bonus, pay rises, ideal work conditions, living conditions, subsidised food, free transport, training, promotion, holidays, leave etc. It is, in a way, influenced by all the economic factors, including market conditions.

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 unions on the basis of the strength of members. No dispute is allowed by State to blow up out of proportion. There is a perfect machinery for settlement of disputes between employers and employees peacefully, amicably, honourably and expeditiously. The real problem of workers' inability to be effective is the weak trade unions as a result of 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 Unions are able to come up as a true mechanism to represent and take care of the workers interest.
A cursory look at the long history of the State 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.\(^1\) There is no profit motive in public enterprises to bring in its trail the exploitation of workers. As noted in the foregoing paragraphs, workers in a private undertaking work for private profits which countervails any progressive scheme for ideal labour relations. It is to counteract the exploitative nature of entrepreneurs in the private sector that the public enterprises should serve as 'models' of workers' welfare. In short, the first five year plan makes workers aware of their dual role as masters of the undertaking and as servants also. They stand or fall with public enterprises.

The policy of the State is enunciated in unequivocal terms in the Second Plan. It reiterates that public enterprises are the pace setters of labour relations for ideal

harmony, close cooperation, mutual trust and for shaping 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 the future.

It is well argued in the plan document that the future of public enterprises is secure with workers enjoying full fruits of their hard labour. The plan does not accept the view of the management of public enterprises for exemption, concessions or relaxations of any provision of labour laws. The labour laws, in the opinion of the Commission, would apply to both the private and the public enterprises.¹

The fact of worker's role in industrial development of the country has been given prominent place in Industrial Policy, Resolution Act 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.²

It calls into question the attitude of management Counter-productive of workers' due place in the process of production. It spells out the attitude which should conduce the renewed vigour and enthusiasm in team work 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 subsequent plans -- The fourth and the fifth -- 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.\(^1\) In the opinion of the Planning Commission, it would go a long way to raise production and productivity. The Commission has all along been aware of the need for enlightened labour policy to withstand intense competition and sustain the economic growth. Keeping in view the main goals of speedy development, the public enterprises have, as a matter of fact, to play role as Catalysts. It impelled the Government to earmark massive funds for meeting capital expenditure both in the ongoing concerns and in new public enterprises. The investment on ever larger scale create ever greater opportunities for jobs. The basis for formulation of labour policy has, of course, undergone sea-change during

\(^1\) Jagdish Prakash, Rao & Shukla, "Administration of Public Enterprises In India", Himalaya Publishing House, Bombay, 1989, p. 330
the last four decades. In truth, the time-honoured policy of public enterprises is to extend amenities to workers ranging from social to economic, from political to ethical and ethnical, from group to individual urges. There have been adaptations, suitable modifications, adjustment and refinements in contents of policy in response to regional priorities. However, sight has never been lost of the main thrust of labour relations to weld together the workers and the management for concerted effort for progress and prosperity of the industry.

The Seventh Plan 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 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. In the first instance, there is growing tendency among public enterprises to lapse into slackness. The targets of physical production remained largely far fetched generally. There has ensued a long debate to find

out the reasons for the failure of public enterprises. The management blamed the Planning Commission for determining unrealistic targets. It was tenable to many critiques that production planning is actually the prerogative of management.

However, the Planning Commission, together with Parliamentary Committees, began to X-ray the public enterprises which have been in the 'red' for long. It was known about them that the total losses were eroding a large chunk of Capital. Both the planning Commission and the Public Estimates Committees concluded their observation with sad commentary about conspicuous absenteeism, idle capacity and poor marketing system.

Labour absenteeism was felt as something which, at least, public enterprises should not experience. However, it was a fact too stark to be denied. The Seventh Plan renewed its Commitment to labour relations which cannot be done away with. It assigns equal weightage to technology and congenial labour relations. It unmistakably strikes a note of caution that willing cooperation of workers, opportunities for all-round development of workers, a sense of security of jobs and for career for their dependents should be taken care of by the enlightened management of public enterprises. The hypothesis encompasses an in-depth analysis of both economic and institutional factors - wages,
trade unions, management and the State.

**Objectives of the Study:**

The guidelines of the Plan documents have not been effective to giving public enterprises the significant place in the comity of industries to serve as ideal models in respect of labour relations. It has been substantiated by pointed observations of the Planning Commission to win over worker's confidence invariably since the First Five Year Plan. The Central Government's concern over the deteriorating labour relations in conferences of State Labour Ministers is itself an admission of the prevailing unsatisfactory labour relations in public enterprises. Further, Central Government's soft paddling with the scheme to legislate for public enterprises operating in different states reveals dissatisfaction with the existing legal framework. The several Committees constituted, more often than not, have placed on record various issues concerning labour relations.

It is, in fact, amenable to control by a single state administration. The States and the Centre both have divided authority, jurisdiction, control and power, at least, to deal with labour disputes in the public enterprises in various States. There are divergent problems warranting action plans with roots in local generic. It leads to
disparate trends, policies and practices with spread-effects far beyond geographical boundaries of the State due to difference in the awards, amenities, considerations, regional character and nature of labour. The crux of the problems making up objectives of the present study may be summarised as follows:

1. To take stock of the labour relations in the public enterprises, including undertakings of Uttar Pradesh.

2. To find out reasons for the state of poor labour relations - wages, incentives, amenities, concessions, convenience, political factors social problems, etc.

3. To assess the role of trade unions in the light of State policies pronounced in industrial policies and the Plan documents.

4. To evaluate the effectiveness of existing legal framework for handling labour disputes and the appropriateness of the machinery for the settlement of labour disputes.

5. To undertake a critical look at the findings, and make suggestions in the light of facts of research study, with particular reference to UPTRON.

The foregoing objectives are being identified by the Research Scholar to make useful contribution to existing
stock of knowledge. There is no gainsaying the fact that most of the authors have based their views on the hypothesis of economists, political parties, the State Government. For instance, economists have made out a case for technology in the interest of labour productivity. There is hardly any opinion emerging out of case studies presented in original works of eminent economists to answer the questions related to labour relations. To say that management of state units, should be equipped adequately to direct the labour affairs is an enlightened suggestion.

However, it runs counter to sagacity of expertise and experience to let the workers have their way over the head of management. Both types of opinions are purely worse than the problems of labour relations. It has to be a scheme of things taking in mutuality, trust, close cooperation and objectivity involving individuals, trade unions, management and the State. Each of the segment must have to be complementary to form integral part of a trim perfect machinery of labour relations. With this objective in mind, the Research Scholar has undertaken the present study.

A case study of UPTRON is incorporated in the thesis to substantiate the view that sophistication in technology tends to mitigate tension between workers and management.
Plan of the Work:

To proceed with objectives enunciated above, I have worked out my research study within the framework of logic, reasoning and case analysis. In the first instance I have attempted to give an analytical study of labour disputes in the subsequent chapter, 'Analytical Review of Labour Disputes'. Of course, the study is highly revealing and informative to identify the major factors underlying the disputes since 1921. It also brings forth the qualitative change in complexion and composition of labour problems.

Following up the causes of rift between industrial management and labour, a separate and exclusive study is devoted to labour relations in Uttar Pradesh. It examines dispassionately scientifically and cogently the major causes of poor relations in the State. The study is extended to the development of trade unions and their attitude towards management of the public enterprises in particular.

Further, the management has a crucial role in shaping labour relations together with workers as employees in their individual capacity and the trade unions collectively. That, in what ways, the personnel management is responding to growing awareness of the workers about their rights and privileges under the labour laws and about the political leverage they are, more often than not, inclined to pull
It has been the intention to assess the spread effects of labour movement on the labour relations, particularly in public enterprises, in the Third Chapter, "Labour Relations In Uttar Pradesh - A Comparative Analysis".

No real gains can be achieved in thawing up the labour relations without the instrumentality of a central agency to look over the management and the workers in respect of the duties and rights under labour laws. It is the role of the State to legislate laws, provide a mechanism for peaceful, honourable and amicable settlement of labour disputes. A hard look is taken by the Research Scholar into existing machinery for settlement of labour disputes, specially in public enterprises in the Third Chapter.

Of course, the study in the foregoing chapters has to be verified by presenting a case study. To make the findings meaningful, labour relations in UPTRON, a U.P. State undertaking, have been assessed in the Fourth Chapter, "Labour Relations In UPTRON - A Case Analysis".

The findings are presented in the last chapter with suitable suggestions of academic value.

Methodology:

Conceptual approaches to the problem of labour relations have, in fact, laid down the basis of the Research
Scholar's methodology to collect research material and collate the facts of study. I have drawn upon the reports of the Estimates Committees, Annual Reports of prominent Committees and Labour Departments constituted by the Central Government and the U.P. State Government.

The cases reported in journals, magazines and national dailies have been followed up for up-dating information. They have been incorporated in the body of thesis at appropriate places.

Utmost care is exercised by the Research Scholar in treating and using information gathered from different reliable sources. However, there has been disparity in the statistical information. The offices, bureau and officials have been approached to verify the questionable statistics, which they did politely and promptly. It is, therefore, quite authentic to make use of the data for hypothesising the views and drawing useful inferences.

The Research Scholar has liberally drawn upon the works by learned scholars with appropriate references in support of my own conclusions. At times, the Research Scholar differed with the opinions of those scholars in the light of facts gathered to support her own views.

Nevertheless, an independent case study has been
undertaken by the Research Scholar. All the facts, data, details and discussions are original. Information has been obtained by the Research Scholar through correspondence and personal interviews with both the leaders of the workers, personnel management of UPTRON and State Officials.

Research Scholar has, obviously, employed methods of quantitative analysis within the logical framework of economics and Labour Laws to examine problems of labour relations and offer suggestions.