Industrialization in its wake brings a host of social problems of which industrial relations is the most ticklish one. According to Yoder (1949)\(^1\) industrial relations is the relationship that grows out of employment between management and employees and their organizations. It includes both personnel and labour relations.

Personnel relations refers manpower management an individual and is concerned with such problems as procuring employees, training the, inducting them into jobs, paying careful heed to their relations with one another and with the management\(^2\) while labour relations, to relationship involved in collective bargaining and is concerned with the problem of fixing the price of labour services, industrial jurisdiction and their administration\(^3\). The latter also includes local acts and regulations\(^4\) and has two aspects, namely market

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relationship which is economic in character and separable relationship which is political in character.

Industrial relations during the first half of the 19th century i.e. from 1810 to 1840, in European countries were governed by the free market forces of demand and supply since labour was treated as a commodity under the policy of laissez-faire which was based on the assumption that freedom for individual initiative and self-interest under perfect competition would result in the greatest social good. In this context, said that any deviation from laissez-faire was an evil, while Ricardo (1817) pointed out: "labour, like all things which are purchased and sold and which may be increased or diminished in quantity, has its natural price and its market price".

Thus monopoly was largely in the hands of owners of the factories and master-servant relationship was intolerable. Siemond (1827) realised the situation of labour exploitation.

5. Hansen, L. R.; credit, pp.399-400.
while Hill (1879) said that as long as labour was dependent upon a class of employer for its livelihood, conflict would persist and grow which would be harmful to all. To solve the problem the former author advocated state intervention in regulating hours of work and employment of child labour and suggested that the employer should take more responsibility of labour in case of sickness, accident and old age, while the latter author put forward the theory of 'dependence and protection', according to which employers as a protector should look after the interests of employees while the employee should give good work for good wages. 

Hectorin (1837), in this context, proposed various regulations concerning labour contracts, increase in share of labour in production, fixation of normal working days and normal amount of work.

peculiarities of the labour market made it clear that law of demand and supply was not applicable to labour as to commodity. arnold (1817) said that wages were not governed only by demand and supply of labour but by a whole set of causer which governed de end and supply. Similar views are

found in writings of Russe11 and Sismon2.

Studies of Taylor (1856-1917), Ellicott (1885-1911) and Scott (1887-1944) in scientific management contended that predetermined natural laws governed industrial relations and led to industrial harmony. This theory of scientific management was opposed by labour as it was considered being against their organisation, in as much as it ignored human element and regarded workers as machines.

Actual work in the field of industrial relations and labour problems began during the world War I and II. An scarcity of manpower were to be realised and international labour organisation (ILO) was established in 1919. In the preamble to its constitution the ILO declared that labour was not a commodity. As a result, a number of agencies were established to improve relations between management and employees. These agencies made valuable contributions to the improvement of industrial relations. A few advanced countries,

like to quote ... undertaken several research projects in human relations in industry at government and university.

During the early and mid 20th century, researchers in human relations by unterm., Benjamin Elek, Barrie Wilson, E.3. Byte, Wright State, Iton, Nyo, Hitin, ... inner T. Slater, A. T. Bethelberger, noted that workers, their uni ...men are activated by social, psychological, political as well as economic factors. Consequently, the philosophy of industrial relations places emphasis on human elements, recognition of workers' organisations, collective bargaining, training of employees, job - dissatisfaction, i.e. grievance procedure and labour management committees are essential.

Lester (1954) pointed out that no scientific formula could solve the problem of industrial relations as long as we constantly occurring in the 'balance of self-interest, group-interest and community-interest as a whole'.

Relationship between employers and employees in agricultural and handicraft society of ancient India was more personal, cordial and based on justice and equality.

labour and craften were organised in 'fratric', i.e. categories or guilds to safeguard their professional interests. Antonio in his book 'rthannatra', i.e. economics, prescribed systematic rules regarding protection of artisans against merchants and vice-verse.

The relation between master and servant changed during the medieval period when the artisans, treated as slaves, worked on very low wages under oppressive conditions. Industrial capitalism which entered the country with the advent of the industrialists further changed industrial relations and gave rise to a new class, the 'industrial proletariat'. Subramaniam (1961) in this context, pointed out that within two decades of factories' establishment between 1890 and 17 the unbridled exploitation of labour reached intolerable limits. Srinivas (1962) said that industry which had a social purpose and was considered as an agency for human welfare gave rise to poverty and misery for the working class.

The interest evidenced by philanthropists and social workers in labour and their problems forced the government to

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1. Srinivas, "Attitude of to the Creation of Economics in India, ppp. 34-36."
give up its attitude of laissez-faire and enact various legislation, viz., the Trade Union Act, 1926, the Trade Union Act, 1936, the Factory Act, 1937, the Payment of Wages Act, 1936 and the Industrial Employment (Standing Orders) Act, 1946, to benefit labour and to maintain industrial harmony.

After independence in 1947, the new ideology of democracy, socialism and planned economic development gave dimensions to industrial relations. Gupta, 1971 reports that new dimensions to industrial relations in India had emerged due to change in the outlook of workers, change in the economic and political scene and rise of multiple trade unions.

As a result, a large number of laws were passed by the central and state governments and provisions were made regarding:

(i) Prevention and settlement of industrial disputes;
(ii) Improvement of wages, working conditions and social security;
(iii) Promotion of labour-management.

Besides, emphasis was also laid on tripartite, both at the centre and state level and the code of discipline was evolved.

in 1950 which provided for collective recognition to trade unions by the employers and setting up of grievance procedure\(^1\).

In the wake of all these legislations, industrial relations in the country had not been satisfactory due to non-fulfillment of the provisions made by the government and failure of adjudication (Cupta, 1971)\(^2\). Singh (1971)\(^3\), further pointed out that authoritative attitude of the employers caused inertia and 

resentment among the workers, while Joshi (1970)\(^4\) said that the socio-economic nature of industrial relations problem in India had been overlooked, and machinery set up for settlement of disputes was complicated with labour laws which had failed to reduce the multiplicity and rivalry of the unions and exploitation of labour by the politicians. Tata (1975)\(^5\) pointed out that easy availability of adjudication had acted as a disincentive to settle disputes and differences usually by ...

\(^{1}\) Joshi, '... ' or some aspects of Industrial relations', in S. J. John: Issues in Indian Labour Policy, ... ev Reiki. 1966, pp.160-171; eth, ...: 'The Bipartite yest. past, present and future', ... Inri, op.cit., p.142-155.

\(^{2}\) Cupta, ...: loc.cit., p.41-47


\(^{4}\) Joshi, ...: 'Industrial relation... in ... The Industrial relations in India, ...ted India Publication, Bombay, 1970, pp.134-155.

employers and employees through collective bargaining. Further, it said that lack of control over inflation, illegal strikes, proper method of selecting representatives of the union and its recognition for collective bargaining as well as protection against unfair labour practices were the causes of industrial unrest. (1969) opined that rules and regulations were impersonal and externally ordained, as such they were not executed with as much emotional investment as they deserved. (1970) stressed that workers need understanding, consideration, affection and little love. Those things cannot be achieved through money or legislations.

Shekar Committee, 1964, the National Commission on Labour, 1969, the Tripartite Advisory Standing Committee, 1973, the State Labour Reorganisation Commission, 1972 and 1975, the Committee on Comprehensive Law on Industrial Relations, 1977, the Central Organisation of Employers in 1979, representatives of workers in 1977 and Seventh and Ninth Committee, 1982 gave various suggestions to amend the then-operative industrial relations laws but something concrete was yet to come out.

1. 'An Approach to the Problem of Industrial Relations: The Indian Case', in S. Johari, op. cit., pp. 64-10
Purpose of study

Industrial harmony is an essential precondition for economic growth, stability as well as social and political progress of a country and ultimately of a State. 'First Five Year Plan' in this regard pointed out: "Harmonious relations between capital and labour are essential for the realization of the targets of the plan in the industrial sector. . . . . . . Economic progress is also bound up with industrial peace. Industrial relations are, therefore, not a matter between employers and employees alone but a vital concern of the community which may be expressed in measures for the protection of its larger interests". In conducting case studies, the Second Five Year Plan laid stress on finding out and analysing of factors leading to industrial harmony or disharmony in industrial undertakings. As a follow up the Ministry of Labour and Employment, New Delhi, launched a programme to conduct case studies in some of the important public enterprises. The Research Programme Committee of the Planning Commission also invited specific projects from various agencies in the field.

In Uttar Pradesh very little work had been done in the field of industrial relations excepting those of Fastord (1965).\(^3\) in industrial relations in textile industry of U.P.

\(^1\) The First Five Year Plan, Govt. of India, 1951-56, .573.
\(^2\) The Second Five Year Plan, Govt. of India, 1956-61, .574.
\(^3\) Fastord, J..: Industrial Relations in ... the Author, Lucknow, 1965.
(1966)\(^1\) in industrial relations in textile units of Kansur, Banerjee (1970)\(^2\) in trade unions in textile industry of Kansur, Gaoee (1970)\(^3\) in industrial relations in selected units of sugar, textile and refinery of Serut and Sing (1966)\(^4\) in labour management relations in sugar industry of Kansur.

Aligarh is one of the important industrial cities of the state with a sub-regional labour office and yet no work had been done in the field of industrial relations. Therefore, the author made efforts:

(i) to analyse the various problems and issues which affected industrial relations in the private sector in Kansur during 1968-76 and the measures which had been taken from time to time by the state government;

(ii) to study major problems of industrial relations in the Glaxo Laboratories (India) Ltd., managed, Aligarh which manufactures milk based baby foods and is a part of a multinational firm / s Glaxo (India) Ltd., Mumbai.

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Period of Study

Period of study in U.P. has been taken from 1965-76 as during this period to meet the requirement of rapid industrialisation envisaged in the five year plan important measures were taken to improve wages, bonus, working condition, social security and industrial relations. Efforts have been made to incorporate informations upto 1982 in regard of the case study, subject to the availability of data.

Methodology

For the study of industrial relations in U.P. data available with the department of labour, U.P. and published literature on the subject have been used; whereas to conduct case study, data regarding the Claxo (India) Ltd. and its manavgadhi unit have been collected from the primary source i.e. balance sheets and memorandum of settlement. Records of different offices were also consulted, as the management declined to supply any information. Direct personal interviews were held with the workers and trade union leaders.

The findings have been presented in two parts. Part I deals with industrial relations in U.P. 1960-76 and Part II, with the case study of Claxo Laboratories (India) Ltd., Amsungrai, Aligarh. Plausible inferences have been drawn and submitted at the close of each part separately.