INTRODUCTION

GENESIS: Harmonious relations in every sphere of human activity are essential. But, the increasing complexity of the modern industrial system has tended to widen the gap between those who own/manage industry/commerce and those who work in it. The gap has given rise to conflicts and clashes in labour-management relations, resulting in substantial decline in production and hardship to the community.

An alarming situation has recently developed in the industrial sphere of the country. Labour unrest has taken a serious turn not only in the Eastern, Northern, and Southern parts of the country, but also in the Western part. The workers are becoming progressively alert, militant and violent as they get organised! Such an eventuality was never dreamt of the Government of Free India, wedded to 'planned industrial growth'.

The selection of the topic for this intensive study for doctoral thesis was the outcome of a perspective brewing in me since my postgraduate days (1967-69), when I became anxious of exploring various facets of relations between industrial labour and management. During my first six years of academic/teaching career (1969-75), I developed further interest in the field and finally made up my mind to pick up a specific topic for in-depth study (Dec. 1975). Gujarat — a leading industrially advanced State — had continued to be one of the most peaceful States in the area of LMR. Why? How? These were the relevant and essential questions which needed to be studied. It seemed
possible that the concerned parties, viz., management, labour unions and the Government in the other States also could get the benefit of the analysis of the position prevailing in Gujarat.

My study of some of the available published and unpublished literature on industrial relations and labour situation in Gujarat including the following, showed that, eventhough it dealt with different aspects of LMR in Gujarat, it was confined to LMR problems in the traditional Textile Industry — particularly, in the city of Ahmedabad:


- *Kanji Dwarkadas: 45 years with Labour (Asia Publishing House, Bombay), 1962.*

- *Dr. Majmundar, Paresh: An Anatomy of Peaceful Industrial Relations (N.M. Tripathi Pvt. Ltd., Bombay); 1973.*


- *Dr. Verma, Pramod: Labour in a Textile City (Indian Institute of Management, Ahmedabad)(Year not mentioned).*

We know, after 1950, many other industries like Engineering, Chemicals, Fertilizers, Dairy, and Refinery have progressed tremendously in many parts of the State, viz., Surat, Baroda, Kalol, Mehsana, Bhavnagar, Rajkot, and Kandla. No attempt
seemed to have been made for crystallizing the LMR situations in these fields. Hence, I thought of undertaking a large-size study to examine the position of LMR in some of the organised industries other than that the Textile industry in the State.

OBJECTIVES:
(1) To analyse various aspects (including legislations) of LMR in Gujarat.
(2) To evaluate the perceptions of and the attempts made by the concerned parties in maintaining industrial harmony (or, otherwise) in selected organised industries/units.
(3) To suggest positive and rational measures for better LMR and maximum labour productivity.

METHODOLOGY:
1. Published and unpublished data pertaining (i) to the three organised industries (under study), and (ii) to the various aspects of LMR in Gujarat were then collected and compiled. There were as many as 22 units in these industries, viz., 1 in Refinery, 8 in Fertilizers and 13 in Dairy and Dairy Products.

2. A Pilot Study was then undertaken in a Fertilizers Unit at Kandla (Kutch), where the different aspects of LMR were studied for seven consecutive days and analysed for the purpose of further inquiry in all the Units later on.

3. In addition to the only Refinery Unit in the Public Sector, three each from amongst those in other two industries were
selected for a representative study:

<table>
<thead>
<tr>
<th>Industry</th>
<th>No. of working Units (Sector-wise)</th>
<th>Selected Units (Sector-wise)</th>
</tr>
</thead>
<tbody>
<tr>
<td>.Fertilizers</td>
<td>Private Sector - Five</td>
<td>Private Sector - One</td>
</tr>
<tr>
<td></td>
<td>Co-operative Sector - Two</td>
<td>Co-operative Sector - One</td>
</tr>
<tr>
<td></td>
<td>Joint Sector - One</td>
<td>Joint Sector - One</td>
</tr>
<tr>
<td>.Dairy and</td>
<td>Co-operative Sector - Ten</td>
<td>Co-operative Sector - Two</td>
</tr>
<tr>
<td>Dairy Products</td>
<td>Public Sector - Three</td>
<td>Public Sector - One</td>
</tr>
</tbody>
</table>

4. Four detailed Questionnaires and Interview Schedules, as under, were designed:

(1) Questionnaire-cum-Interview Schedule for Workers (Both in Gujarati and English).
(2) Questionnaire-cum-Interview Schedule for Supervisors/Foremen.
(3) Questionnaire-cum-Interview Schedule for the Management.
(4) Questionnaire-cum-Interview Schedule for Trade Union Leaders.

Please See: Appendices Q.1 (only English version), Q.2, Q.3 and Q.4, sequenced after Select Bibliography.

5. The Questionnaires were administered — all, personally — to different respondents in the following numbers on a random sample basis (where applicable):

<table>
<thead>
<tr>
<th>Questionnaire No.</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.1</td>
<td>205</td>
</tr>
<tr>
<td>Q.2</td>
<td>25</td>
</tr>
<tr>
<td>Q.3</td>
<td>14</td>
</tr>
<tr>
<td>Q.4</td>
<td>18</td>
</tr>
</tbody>
</table>

6. The vast mass of data and information was then compiled, analysed and interpreted.
CHAPTERISATION: The thesis has been divided into two parts and eight Chapters as follows:

Part I deals with three important aspects, against the backdrop of LMR, as under (in Chapters I to III):

(i) Evolution, in general, of the concepts of Labour and Management — including systems and Styles of LMR.

(ii) Synoptical review of important legislations affecting LMR.

(iii) Analysis of various dimensions of Labour Relations in Gujarat.

Part II: In Chapter IV, a brief overview of three selected organised industries, viz., Refinery, Fertilizers, and Dairy & Dairy Products has been presented.

Four significant dimensions of LMR have been studied in detail in Chapters V to VII as follows:

* Organisation & Personnel Management, and Industrial Relations.

* Perceptions of different parties regarding their mutual relations.

* Main agreements/Settlements and awards in these industries.

The last Chapter (VIII) includes: (i) the Summary of Observations made and (ii) a few Predictions for LMR in Gujarat and (iii) The Suggestions offered for future action for improving LMR situation in Gujarat and rest of the country.

Note: A list of Abbreviations used is appended.