CHAPTER – III
RESEARCH DESIGN
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3.1 REVIEW OF RELATED LITERATURE

Several studies have been conducted in the field of industrial relations covering the various aspects. The important among them are; labour management relations, human resource management, trade unions, plethora of labour laws, participative management, collective bargaining, role of public sector in India's economy, grievance handling procedure, settlement of industrial dispute, performance evaluation, success of bipartite and tripartite committees. Some studies in the fields of industrial relations are taken into account, which is highlighted below to make basis to study industrial relations in general and ONGC, in particular.

Das N. G. (1963) observed that the workers representative is expected to play their loyalties to trade unions. He also pointed out that usually high disparity of income between workers and managers is viewed by the labour with a half-hearted smile.

Karunakaran T.K. (1966) concluded that collective bargaining is better way to have industrial harmony provided parties concerned have the desire and right attitude. He suggested for creation the conditions conducive to co-existence of multi-unions and encouragement of co-operation and better understanding among themselves.

Tiwari D. N. (1966) emphasized that it is undisputed truth that without perfect harmonious relations between management and labour, no public sector undertaking can be effective.

Kumar P. (1966) studied the effectiveness of conciliation machinery in the state of Rajasthan. He observed that the conciliation machinery is not very effective because of the percentage of pending cases are higher. It is due to the sheer delay by government in referring the cases to adjudication. However, doubts among employers and workers as well as lack of proper knowledge on the part of conciliation officers.
Mathur A. S. (1968) brought out the factors responsible for increasing industrial unrest till 1965. These were, outside trade union leadership, rising prices, political influence of trade unions, bonus etc.

Singh V. B. L. (1968) remarked that the existing labour laws and other related laws are not being utilized effectively to promote industrial harmony due to lack on the part of planners and weak trade union movements. He also emphasized for certain reforms in conciliation procedure, periodical refresher courses and seminars on various aspects of labour problems.

Johari C. K. and Pandey S. M. (1969) observed that employment relationship of pre-industrialized age was based on traditional relationship on social values. Workers illiteracy was the root cause responsible for unawareness of human rights and lack of ‘will’ to achieve them.

Tanik (1969) made a maiden attempt to study the participative management considering social, economic and political conditions prevailing in India. He concluded that it was not very successful as the unions, workers, employees do not have real interest in its success.

Thakur C. P. and Munson F. (1969) studies the ‘Printing Industry in Delhi’ with a view to study industrial relations based on “Dunlop Model”. They put forth that labour legislation in the Printing Industry in Delhi was not clearly up to the mark. What the framers of legislative had thought of. It was concluded that trade unions have low regard to bargaining power and inturn gain less respect from the work force.

Myres and Kannapan (1970) ventilated that increasing political pressure and aspirations of people are the causes for increasing unrest of labour management relations. They coined that authoritarianism and paternalism approach is being applied while dealing with labour problems.

Lorenz U. R., Parline & Nartin M. (1970) concluded that participation of correlation variables can be grouped into three categories i.e individual participation, group participation, structure, size and growth of trade unions. He emphasized that of the job
contracts with fellow workers, occupational identification, degree of hostility towards management, social and economic rewards are the examples of individual participation.

**Sheth N. R. (1972)** conducted studies on functioning of Joint Management Councils (JMC) in six enterprises three each in public as well as private sector. It was concluded that JMC's in private sector enterprises are working better as compared to the public sector, because in the former case it was introduced voluntarily, whereas in the later case it was termed as the directive of the government.

**Tata H. N. (1972)** advocated more of bipartite agreements and less of adjudicated awards, more of voluntary codes and less of laws, more of self-reliance on part of employer, workers and less government interface can put us on the part of enduring peace. He suggested making use of compulsory adjudication by proving opportunities to both parties to settle their disputes mutually.

**Nitesh R. De (1973)** suggested to bring all PSU's under control of Union Government within the ambit of the Central Act so as to bring unity in industrial relations system in public sector.

**Nair & Ramchandran K. (1973)** concluded that there was a growing tendency of participation among the employees but could not be called complete. The good industrial relation can not built on the feeling of gratitude for good service conditions and social security provided by the management. This is to be tackled through co-operation and sincerity. He also pointed out that establishing and maintaining collective bargaining has resulted in better productivity and higher earning to its employees.

**Benjamin W.W. & Dayal S. (1973)** studied strikes in India's industrial relation system and stressed the need to settle industrial dispute without resorting to strike. He concluded that strike takes place due to rival unionism, local union consciousness based on caste, community and extreme worker's dissatisfaction.

**Verma P. (1973)** stressed his view that Collective Bargaining is essential for good industrial relations and that too should take place in an atmosphere of mutual trust and good faith.
Monnappa A. and Sayadin M. (1975) suggested for inclusion of several factor i.e. wages, industrial workers and the workers participation in management, while formulating industrial strategy for our country. It is due to lack of clear industrial strategy responsible for sorry state of affairs, the country is facing in the field of industrial relations.

Pramanil S. (1975) studied the “Workers Participation in Some Public Sector Industries” and observed that management attitude towards labour is often legalistic and antagonistic, still many of them do not recognize their rights.

Mankindy J. (1975) concluded that “Worker’s Director at Board Level in the Banks” had not brought any improvement in industrial relations.

Sharma N. K. (1976) studied the “Worker’s Participation in India” and emphasized the need for creation of an atmosphere that allows free and frank exchange of views between two parties to make it a successful story.

Patil B. R. (1976) concluded that trade unions in Karnataka are active and very progressive. But the employers response has been rather traditional and outdated that is detrimental to good industrial relations health.

Kabra R. N. (1976) put forth that success of participation management is possible only when there is an atmosphere of mutual trust to discuss the industrial relations problems dispassionately and solved amicably.

Mathew M. A. (1976) studied the “Workers Participation in Management” and stressed the need for mental revolutions on the part of both management and workers, a prerequisite for successful implementation of the scheme.

Kalra S. (1976) made an attempt to study the “Unique Experiment in Worker Participation in Kohinoor Mill” and reported that remarkable rise in daily output was as a result of positive response from worker’s to the new management efforts to improve the working of the mill.
Gurjar M. M. (1977)\textsuperscript{26} made an attempt to study the “Unique Experiment in Worker’s Participation in Kohinoor Mill” and reported that remarkable rise in daily output was a result of positive response from worker’s to the new management efforts to improve the working of the mill.

Venkata Ratnam C. S. (1977)\textsuperscript{27} concluded that there is a tendency in uniformity of work and demand of labour in all the ports. There is a need for upgrading the personnel and industrial relations department and setting up of a permanent bipartite board.

Ramaswamy E. A. (1978)\textsuperscript{28} stressed the need of social scientists to include in the settlement of industrial dispute using industrial sociology.

Apte S. M. (1978)\textsuperscript{29} revealed that management had always stressed to increase output but becomes silence in the Joint Management Council towards the issues raised by worker’s representative, i.e. of faults in the machine, poor quality of raw material and bad working conditions.

Monga M. L. (1978)\textsuperscript{30} observed that there is a growing tendency of the State in favour of adjudication. It reflects that definitely certain misgivings about arbitration process which needs further probing.

Verma P. (1979)\textsuperscript{31} concluded that the various factors such as, inter-industry differential trade unionism, wage trends and inflammatory trends in varying degree are responsible for the industrial disputes.

Kumar A. & Mohanty P. K. (1982)\textsuperscript{32} concluded that Collective Bargaining has also helped in preventing and settling industrial disputes. The disputes causing man days loss have been, mainly due to inter union rivalry, transfers, suspension, employment etc., which lies beyond the charter of demands.

Nair K. & Ramchandran (1982)\textsuperscript{33} put forth that degree of trade union’s unity and constructive role played by the “State” in giving autonomy to employers and trade unions
to determine the conditions of employment, are the unique features of industrial relations in Kerala State.

Nair Meenakshi (1982)\textsuperscript{34} indicated that the health of industrial relations is related to the wages, working conditions, avenues of promotion and degree of participation of workers. The effectiveness of industrial relation is crucial to overall efficiency of an organization and is related to the level of covert and overt conflict existing within the organization.

Arya P. P. (1982)\textsuperscript{35} made an attempt to study the "Labour Management Relations in Two Large Scale Public Sector Enterprises" one having twenty trade unions and other only one. He observed that majority of workers, trade union leaders and managers are against the multiple union structure and in favour of internal settlement of disputes through Collective Bargaining.

Singh M. K. (1983)\textsuperscript{36} inferred that industrial relations could change for better if there is a convincing change in the attitude of employers and employees. At the same time, government should also play its role equally effective by applying human touch.

Monga M. L. (1984)\textsuperscript{37} observed that though a lot of expenditure and time in establishing enforcement machinery has been spent in the state of Haryana. But the implementation of labour legislation has not been functioning well due to existence of many impediments like, inadequate staff, low number of inspectors and their erratic nature, lack of communication between workers and the enforcement staff etc.

Mukherjee S. (1984)\textsuperscript{38} concluded that limited powers of joint management councils, non-implementation of decisions, certain unilateral decisions taken by the management and not to disclose vital information to the workers representatives were the main factors responsible for ineffectiveness of joint management councils in India.

Mathur R. (1986)\textsuperscript{39} revealed that it was due to worker's participation in management that led to improvement in labour management relations. The adverse effect of industrial relations was due to politicization of unions, out side effect of leadership and inter-union rivalries, bureaucratic and indifferent attitude of managers towards worker's problem.
Sharma Baldev R. (1987)\(^4\) stressed that organization climate relates entirely to organization characteristic and not to the attitudes of the individual. The study suggests that supervisors tended to give relatively greater importance to grievance handling and objectivity in personnel matters.

Das R. K. and Murty B. S. (1987)\(^4\) studied the working of "joint Management Council in India" and concluded that the socio-economic circumstances are not workers' participation in management.

Abha Chaturvedi (1987)\(^2\) stressed that good and bad industrial relations are equally made to happen through a process of omissions and commissions. A philosophy of cooperation, understanding and support is required to have better industrial relations.

Gupta S. R. (1987)\(^3\) examined the effectiveness of the machinery for the settlement of industrial dispute under the Industrial Dispute Act, 1947 in the State of Rajasthan. He concluded that Collective Bargaining was confined to matters of monetary compensation only. He also concluded that conciliation machinery was successful in reducing the number of work stoppage. The adjudication was used to settle the industrial disputes.

Patel S. (1987)\(^4\) observed that mill owners had adopted some of the principal tenets of the Gandhian doctrine to serve their own interest in retaining their power over labour by the end of 1939. The workers showed militancy because of the hegemonic industrial relations against the British Govt. during 1918-1939.

Asdhir V. (1987)\(^5\) inferred that industrial relations in old established textiles units in Punjab were at low ebb as compared to the newly established industries. This was due to the highly conducive state of environment in the newly established industries.

Monappa A. (1988)\(^6\) conclude that the tri-partite of industrial relations has undergone radical changes with changes in the expectation of people by declaration of India as a welfare state. The industrial relations today needs to widen its horizons due to emergence of new forces.
Das and Murthy (1989) studied the collective bargaining and industrial relations in Rourkela Steel Plant and Tata Iron Steel Company. The studies ventilated that in both the units, there is a well-planned scheme of worker's participation in management and grievance-handling system was effective. In both the units, management and unions have a constructive approach towards collective bargaining.

Om Prakash (1990) studied the Trade Unions and Participative Management. He concluded that outside leadership, multiplicity of trade unions and their politicization are the three basic constraints in creating a structure of participative management on the basis of worker's representation in India.

Gani A. (1990) articulated the emerging scene of industrial relations in the coming century. Author felt dissatisfaction over the industrial relations in the country even after the five decade of independence. He emphasized that due to growing complexities at all fronts, the industrial relations will be more complex and management of labour will be a more challenging due to higher level of technological complexities, young and educated workers, changing demands of business environment.

Aparna Rai and Aggrawal D. C. (1991) studied the “Labour Relations in Public Sector Enterprises in India” and concluded that successful human relation approach paves the ways for cordial industrial relations. The success of PSEs depends on the co-operation and active participation of labour.

Verma P. and Kumar K. (1992) studied the patterns and distinct trends in industrial conflicts in the past two decades. They concluded that industrial conflicts would continue to be a critical factor. The viability of Indian organization’s management therefore has to evolve an integrated view of human resources and to respond constructively and humanely to avoid conflict situations. The strategy should be for negotiated settlement and climate for self-development and self-management by workers leading to democratization of industrial relations.

Mohanti P. K. (1992) studied the changing pattern of collecting bargaining. The case of British Steel suggested decentralization of Collective Bargaining is an effective tool in
this era of new economic policy. The author is of the view that in 60s and 70s’ the bargaining was extremely centralized where as 80s’ & 90s saw the decentralization in Collective Bargaining for pay and bonous, thus leading to a change of betterment in industrial relations.

Reddy Y. R. K. (1992)\textsuperscript{53} in his study “Industrial Relation in the Strategic Environment” concluded that work stoppages and their average duration have been increasing and economic impacts of which have been significant. The reformation of the industrial relation climate to cope with the emerging strategic environment requires efforts from all the three parties to the system. The government has to debate and resolve to what extent it can curtail the labour freedom to ensure overall economic justice. While, judiciary may undergo a shift in its criticized approach, the manager has to step up internal communication involving middle management to understand the strategic plants and direction.

Sondhi J. S. (1993)\textsuperscript{54} articulated his views on “New Economic policy and Industrial Relations” and concluded that new economic policy has affected the workers adversely, so they are against them. The employers of public sector also have reservation, but being under government, they do not feel free to express themselves. The employers form private sectors have welcomed the measures, which are likely to boost the industrial growth in a free market economy.

\textit{Kumar S. and Parmar J. S. (1993)\textsuperscript{55}} analyzed industrial relations in India during 1947-1989 and projected the shape of IR 2000 in AD. The authors have brought out that the most of industrial dispute were due to economic causes followed by retrenchment. Authors suggested that in the light of perceptible change in the industrial relations in 21\textsuperscript{st} century, the workforce as well as managers have to change their attitudes towards one another. It was stressed that public sector would shrink and size of private sector will increase. A sense of insecurity among workers will grow forcing the Trade Unions to unite more and more on this front and will further vitiate the fabric of industrial relations in India. It was concluded that both the management and union should develop innovative approaches to deal with new situation.
Sondhi J. S. (1994) studied the “Emerging Trends in Industrial Relations and Human Resource Management in Indian Industry”. He articulated that the success of the new polices would depend to a large extent on introduction of new industrial relations and human resource polices at natural and enterprise level. He examined the role of actors of IR system in the changed economic scenario. He highlighted some specific challenges and pressure are ahead to bring about change in IR and HRM. He also suggested future policy directions in these areas.

Prabhala S. (1995) studied the industrial relations in a liberalized economic environment and inferred that trade unions are in danger of losing relevance, highly fragmented, highly politicized and combative. The author is of the opinion to remove rigidity in labour laws and to put heavy penalties for violence, man handling and willful damage. She blamed all the three, the government, management and labour for letting productivity decline in PSE’s.

Johari C. K. (1996) analyzed the “Industrial Relations as Regulated by Law, Some Suggestions for change” and argued that IR in India have been the object of extensive legalistic control. The author is of the opinion that IR is only the body of labour laws as administered by the government machinery and interpreted by the court. According to the requirement of India’s more rapidly developing modern economic sector, all the three i.e. Govt., labour and unions would learn to adept and moderate the industrial relations system to accommodate its many pressures and growth determined the need.

Prabhakar G. (1996) Union Management Relations in India: “Need for a New Approach” suggested that trade unions should help in developing a healthy, non-confrontations, co-operative relationship of mutual trust as both are the part of same society. The unions should develop the art of co-operation in improving productivity so as to foster a good work culture among workmen.

Sen R. (1997) “Industrial relations; Patterns and Trends” concluded that there have been significant changes in industrial relations patterns all over the world and India being no exception. At the enterprise level, the reorganization and employment restructuring
had become a powerful tool to reduce work force substantially. However, there have been a major difference between industrial relations in other countries (developed countries) and in India. Others have entirely unitary approach, whereas we have pluralistic approach. A notably change in government role is seen due to the progressive engagement in industrial relations by redefining of labour-management relations as fundamentally tripartite, leading to development of divergent policies, methods and interventions. The author is of the view that industrial relation system is in transition today with industrial growth determining the IR pattern. It has clearly seen a degree of divergence role. There is a move away from reactive role. However, the management objectives do not alone shape IR. The responsive roles of unions too have to be taken into account.

Patil B. R. (1998) "A Contemporary Industrial Relations Scenario in India with reference to Karataka" revealed that though environmental changes are fast paced the organizations and labour in the traditional industries are slow in responding to these changes except information technology and high-tech industries. There is a considerable change in the attitudes of the management and labour unions in terms of co-operation. Simultaneously the role of State in dispute settlement is undergoing a change and becoming more balanced. But it can not be concluded yet, that industrial relations have totally been transformed. The scenario is still on a rough landscape. The author is of the opinion that a change in the mindset of both management and labour workforce and unions, would enable the organizations to become globally more competitive thus pave the way for better IR.

Singh S and Sengupta (1998) in their study “The Brighter aspect of conflict” concluded that poorly managed inter group conflict is the most critical problem of today. The need is to resolve the conflict in a constructive way in order to increase group cohesiveness and embedded. I heir findings suggest that the respondents seemed to believe strongly in teamwork and developing the work force in order to manage conflict and enhance productivity.
Tushar K. M. (1998) \(^6\) “Continuing Labour Militancy Forcing Capital to Flee West Bengal” concluded that due to manhandling of managers in offices, strikes, gherao in the West Bengal, particularly at Rishra near Kolkata led the MNC’s and Indian companies to pack off their establishment to other places. The authors figured that about 35% share of man-days lost are from West Bengal only due to poor industrial relations. The author also concluded that just textile and engineering units have been the main sufferers due to industrial disputes.

Guha B. P. (1999) \(^6\) “Challenges of Economic Reforms; Impact on Labour and Industrial Relations” concluded that the globalization on one hand has brought about new opportunities for new skills, while existing skills become obsolete and thus redundant, causing unemployment to a large section of work force in the organized sector. He concluded that liberalization has created unmitigated disaster, as the new economic reforms are introduced without making preparation. Author highlighted the need to evolve an industrial relation system with co-operative labour management relation at the enterprise level with the State playing a facilitating role. It was also remarked that new industrial relation policies and practices ought to retain the labour laws that are consistent with the ILO established standards as no polices and practices in the fields of industrial relations can be successful, in case, if it denies worker’s certain fundamental rights.

Venkata Ratnam (1999) \(^6\) “Industrial Relations and Collective Bargaining in South Asia – Trade Union Perspective” provided the details of Trade Unions, Employer’s Organizations, State role, Legal Frame work for industrial relations, Collective Bargaining, Wage Fixing Machinery and Dispute Settlement Procedure. While reviewing the human resource and industrial relations situations in India, Sri Lanka, Pakistan, Bangladesh and Nepal at South-Asian Conference of Employer’s Association held in January, 1994 at Colombo, it was noted that paucity of locally developed teaching and training material that takes into account the contextual factors.

Times of India June 1, 2001 \(^6\) In the article “Public Employees Feel Reforms Generated Heat, Threaten to Strike Back” stated that the strike call given by All India State Government Employees Federation and Confederation of Central Government
Employees and Workers for 25th June is a first frontal attack on government economic policies. These unions call the economic reforms “anti-employee, anti-labour, anti-farmer and anti-people”. The issues they have attacked are massive down sizing of government establishment, suspension of LTC facilities, increase in rent of government accommodation, reduction in interest rate, amendment in labour laws, outsourcing of permanent jobs to contract labour and amendment of the Industrial Dispute Act. These two unions also attacked the interim report of the Expenditure Reforms Commission. The unions are seemed to have forging unity, constituting Joint Committees at grass root level. They have also put seven point programme (charter of demands) asking the government to stop privatization, down sizing, casualization of jobs, stop abolition of vacant posts and fill up all vacancies, stop curtailing economic benefits, stop amending the existing labour laws and reverse the “disastrous economic policies”.

Mulraj J. in his article “Labour Reforms Are Tough, But Inevitable” stated that the world’s healthiest economics of USA and UK have tackled organized labour early in 60s and Margret Thatcher (PM of U.K.) era respectively. Both have healthy currencies, low inflation and interestingly lower employment rate despite more flexible labour policies. The author stated further that in last five decades our successive governments have done nothing to provide a social net. It is but natural that organized labour would oppose the change. He opined that reforms, thus have to be made through mutual discussions and negotiations. India’s problems are immense and as compared to Italy, as Italy was successful in explaining the employees the inevitability of doing so. By citing the example of BALCO privatization, Float Glass Industry, Enron Promoter, and SFBI’s role labour reforms are tough but inevitable in the country’s interest. (Times of India, New Delhi, 4th June 2001.)

Shri Murasoli Maran the Commerce and Industry Minister stated that he had differences of views to replace Industrial Development and Regulation Act (IDRA) with a new law, which shift focus from regulation to development of industry. He opined that though the new industrial policy resolution of 1991 spelt the need of license permit raj, the spirit of licensing remained because the underlined law the IDR remained. Mr.
Maran’s letter to Finance Minister, Shri Jaswant Sinha, however indicates that the wheel has come to a full circle. (Economic Times, 10th January 2002).

**CORPORATE INDIA 2002** in his article in the Times of India welcomed the Cabinet approval to amend the Industrial Disputes Act 1947, termed it as the biggest step in the labour reform process. The decision will enable companies, having upto 1,000 employees to retrench without getting prior approval from the government. It is expected that 90% of Indian companies would be benefited and biggest beneficiaries would be the Top Corporate houses as well as a number of owned companies and medium enterprise. The act would lead to greater new opportunities and help industries to employ labour using technology. Mr. Sanjay Goneka said that the decision is a shot in the arm for sagging industrial sector. Mr Lodha elaborated, “the second generation reforms have started with a bang.” The Corporate India hopes that other critical amendment of Contract Labour Act, 1970 would also be carried out soon to provide outsourcing of jobs and for permitting engagement of Contract Labour, wherever necessary without legal obligation to absorb them. It will also be helpful mutually to solve the disputes with workers with flexibility (Times of India, 23rd February 2002).

**Aiyar Anklesaria S.** in his article “About Labour Reforms: Here Are Few Tips for Dr. Manmohan Singh” prescribed few suggestions about retrenchment and closure without official permission having 1000 workers but unable to get through due to lack of majority in Rajya Sabha. During 1970s and 1980s, Trade Unions were happy to push their companies towards bankruptcy and were confident that government would take over them. But now due to change in industrial scene, bankruptcy means unemployment. The law may forbid retrenchment or closure, but in practice owner simply stop paying salary or running the loss making mills. In law the mills are still open and workers still entitled to wages, but this is a fiction. Owner prevented from downsizing see no point in putting more money or efforts in revamping. In the views of Aiyer, the law has protected neither labours nor honest owners. It has only encouraged dishonest owners to milk their companies. The existed labour law helps only the labour aristocracy, represented by big Trade Unions and discouraging companies from having millions more. He opined that export processing zones, should be exempted from 1000 workers ceiling in the labour
laws. He argued that in Indian practice, businessman will retrench without paying, resulting disputes piling up in labour courts. The author suggested that funds be raised @ Rs.10/- per month per worker and same to be given by each employer for employment insurance. The same would be sufficient to take care of retrenchment compensation for the companies.

Prime Minister of India, Mr. A.B. Vajpayee\textsuperscript{71} in his speech “Trade Unions Differ on Economic Reforms”, while addressing the 38\textsuperscript{th} Indian Labour Conference emphasized the inevitability of globalization and said India can not remain isolated at a time when the world is developing at such a fast pace. He wondered why consensus could not be built on economic issues, but he was clear in stating that this does not mean, “ignoring the working class and the social security”. He also admitted that poverty and unemployment still exist, godowns are full but people do not have purchasing power because they do not have jobs. Hasubhai Dave, President, Bhartiya Majdur Sangh lambasted economic liberalization. He said, “It is misfortune that we have witnessed only the adverse impact of liberalization. They leave a lot of questions to be answered. Mr. M. K. Pandhe of CITU criticized of the Prime Minister saying that class struggle is long over. Quoting UN figures, he proved how 85\% of world income is appropriated by top 20\% population (Times of India, 29\textsuperscript{th} September, 2002).

Consultative Committee of Parliamentary Members\textsuperscript{72} in its article opposed Oil PSU sell off on Petroleum to have disfavoured privatization and continue to operate with the PSUs whose profitability is more than 2 ½ times the total paid up capital and are not provided budgetary support form the government (Times of India, September 2002).

Srivastava D.K. (2001)\textsuperscript{73} in his paper “Trade Union Situation in India” : Views of Central Trade Union Organizations (CTUOS) put forth his views that Trade Unions in India are loosing comfortable position after globalization of business. The unions are also facing financial front thus hinders them proper functioning. Lack of democracy within unions also add cause of relevance of unions among rank and file membership. The author presented a dismal picture of unity among central unions to oppose certain policies
of the government but not wants to loose their individual identity. Srivastava hinted that
dream of merger of trade unions is far sighted.

Dhal and Kailash B.L. Srivastava (2002) In the study of “Trade Unionism:
Perceptions and Attitude of Workers, Manager and Leaders” on South Eastern Railway in
changing economic scenario in the light of perceptions and attitude of the Indian
Railway. They concluded that workers were found to be satisfied with the approach of
the management but not with the union leaders. Managers trying to adopt people building
strategies and gain the confidence of workers through establishing direct channels of
communication with them and bypassing the unions. They considered union leaders as
obstacles not willing to maintain good relationship.

Relations: A changing field” described the origins of industrial relations. The authors
have described in detail the Dunlop’s Industrial Relations System in the light of Social
frame work. In this paper they have dealt trade unionism, change in manufacturing
process, collective bargaining, quality of working life, Human resource management,
labour force changes etc. They put forth that focus is shifting from industrial relations to
the coupling of HRM with IR into a composite FR side steps the issue of their
conflicting.

Sorab S (2002) In his studies on “A model for Industrial Relations Audit : from the
specific to the General” emphasized that no management is wholly unitarist or pluralistic,
nor it is possible to have a wholly autocratic or democratic management. The author
stated that four key component associated with an Industrial Relation Audit are (1)
Corporate policy of the company (2) Industrial relations policy (3) Environment facing
the organization and (4) Attitude and styles of the parties that are associated with IR. The
author in his book “Geometry of HR” (2002) gave 12 guidelines for doing organizations
by changing the executive mindset.

Kaushal S L (2002) predicted that in developing nations inflation rate, new technology,
Japanisation, internationalization and flexibility will govern industrial relations in the
next century. According to the author, trade unions has to be more responsive for social cause, management to be more positive and friendly with the workers while deciding about tech level in particular and for the government to implement labour laws in toto.

**Bureau of Delhi (2003)** In the article “no rationalization of labour laws, for now” stated that the differences between employers and employees are clearly surfaced on contract labour laws and industrial relations bill in second national commission on labour held during 18th - 20th October 2003, on implementation of very polices of globalization and liberalization. The employers urged for separate laws for those units having less than 50 employees and for having more than 50 employees. Self certification by employers on complying with key labour laws was welcomed by employers but the workers described it as a license for violation of labour laws” to the employers. Employers also urged that central labour laws should also be allowed in core sector as done for non core sector under the pretext in the changes of service rules. The Trade Unions showed apprehensions that development is a preamble to removing the distinction between core and non core sector. The employers also shot down the proposal that central labour be given at least 25% more salary than the regular workers on the contention that this would create serious industrial relation problem.

**Mohanti K. Tushar (2003)³⁹** Stated that higher output growth failed to generate higher employment in the 90s. According to the writer, that before to globalization planners in India were of the opinion that higher competitiveness was the key to success. It would lead to higher growth and subsequently a rise in employment as was made to believe the Indians. As per the national sample survey data growth rage of employment declined from 2.7% per annum during 1983-93 to 1.07% during 1994-2000 when GDP growth accelerated from 5.2% to 6.7%. During this period labour productivity has increased rapidly, but actual employment has risen only marginally. This trend if continues, may vitiate the atmosphere of industrial relation in the country (Economic Times Intelligence Group, 20th October, 2003, Ahmedabad).

**Chatterjee C (2003)** As per annual report 2003. of the National Aluminum Company (NALCO) described that “inspite of sporadic growth in number of trade unions with
acute inter intra-union rivalry, the proactive efforts were continued by the management to maintain harmonious industrial relations in the company. However, the apprehensions relating to the proposed privatization of the company have gripped the minds of employees, contract laborers as well as local public. It would be interesting to note how Nalco, despite its huge projections for growth, manages this IR problem. (Economic Times Intelligence Group, 4th December 2003, Ahmedabad).

Kaijal Pradeep (2003)\textsuperscript{81} In the article, Balco Balance Sheet, a win-win for Everyone\textsuperscript{82} revealed that after two years of privatization of Bharat Aluminium Company, the Balance sheet of the company has shown encouraging results with no cut in manpower and even 20% increase in wages. Only thing that extra fat weight has been redeployed where it was due. The State will also get higher realization in terms of royalty and higher employment once the expansion project is completed. It is hoped that privatization of Balco will put India on the global aluminium map.

Chaudhary (2004)\textsuperscript{84} attempted to study the role of trade unions in HAL, Kanpur. The author observed that most of the workers felt the necessity of trade unions, most of them have been the members of trade unions and majority of them have attended union meetings. Also most of them considered strike as improper means though ready to participate in strikes to safeguard their occupational interests and for the unity of the workers.

Panda (2004)\textsuperscript{85} aimed at examining the relationship between the industrial; relation environment and work culture in a private and public sector organisation. The author have assessed industrial relation environment in terms of structural mechanisms for industrial relation management; trade unions and collective bargaining; workers participation in management and union management relationship. Also they endeavoured to identify major industrial relations issues and organisational initiatives for the improvement in the industrial environment. The findings indicated that industrial relation system has been largely governed by legal and administrative framework, in both organisations.
Jyoti and Sidhu (2004) endeavoured to correlate the strike proneness of workers with their socio-economic and psychographic factors. The authors found that no demographic variable except membership of union has emerged as a significant variable in differentiating between the profiles of two levels of workers. Moreover perception of workers about strike as an instrument of awareness has been the significant variable.

Kauppinen (2005) assessed a specific aspect of the industrial relations institutions the mechanisms of extra-judicial conflict resolution. The author noticed that the existence of effective and efficient collective conflict resolution procedures and institutions strengthens social dialogue and the latter, again, plays an important role in the creation or reform of the existing dispute resolution procedures. Consequently, he concluded that successful dispute resolution is directly correlated with the nature, scope and quality of collective bargaining and social dialogue in the new member states.

3.2 NEED FOR THE STUDY

The review of literature has shown trends, developments and determinants of industrial relations changing with the passage of time and varying from place to place, sector to sector and even one organisation to another. It has been a dynamic system and concept dependent on the environment. The challenge of management of an organisation to evolve such practices that meet changing aspirations of workers, international standards of attitudes and performance goals in the globally competitive business environment, failing which no company can survive longer. The management and labour has to work together with mutual trust. The harmonious and cordial relations between managers and the managed pave way to profitability of the organisation and economic prosperity of the country.

During the last decade of 20th century the globalization, liberalization and privatization developments in India ushered an era of many changes in the management style, expectations of government and aspirations of people. This added to many labour management relations problem in view of prevalent dis-investment, acquisitions, takeover, quits, closure and downsizing, in addition to traditional causes like; wages,
promotions, seniority, transfers, awards, incentives, working conditions, bonus, layoff, closure etc. The public sector once believed to be the engine of growth today it is under attack and is known for poor performance or low percentage of return baring a few. The employees feel uncertainty about their jobs, benefits and promotion avenues causing dissatisfaction. The industrial relations health of an organization is the indicator of performance and long run profitability. The situation becomes worse in the presence of MNCs attracting better talent and star giant performers by providing higher salary and status. This has created problems of high attrition, quits, distrust, industrial conflicts, acrimonious relations, poor efficiency, motivation, etc. In such environment maintaining amicable industrial relations on one side and competing with global standard players becomes critical on the other. Moreover, phenomenal growth in employment, wages, benefits, working conditions, status of the worker, education facilities, spread of industry in general and changed career patterns in particular the goal of industrial peace is not an easy task.

Thus, a need has been felt to study industrial relations in public sectors like ONGC, in the present economic reformed era. The Oil and Natural Gas Corporation Limited has been selected as a study unit for having record of decades of industrial peace despite vast automation, high technology oriented sector, contractual work system and instrumental for prosperity and growth in the country. So it becomes more relevant to examine the operational industrial relations system in ONGC, noting its strength and pointing out its discrepancies. Thus problem boiled down to be 'Industrial Relations in ONGC'. It has been divided into two parts namely; (i) existing industrial relations system in ONGC and (ii) employee perceptions on industrial relations in ONGC.

3.3 SCOPE OF STUDY

The present research is mainly the study of industrial relations in ONGC, a giant public sector. The study is focused on the system of industrial relations, which exists in this public sector undertaking since inception, in general but particularly 1991 onwards to examine the impact of globalization and privatization. ONGC is performing different type of activities in the field of oil exploration and production its project sites are
scattered through out the country. The study also discusses and analyses the trade unions and officers' association activities, collective bargaining, participative management and grievance handling mechanism in the corporation. The views of the employees on industrial relations are collected from all the work centers covering staff and officers. Special questionnaire was also prepared to get the views from employees, ASTO office bearers/EX-ASTO office bearer to get first hand information. Need was also felt to get information from Union office bearers/Ex-Union office bearers from most of the work centers. Accordingly, the prepared questionnaire was sent to all the work center & units of the unions. Concerted efforts were made to get information by filling the questionnaires from most of the work centers. Interviews were also held to get the first hand information through staff, officers, ASTO and Unions representatives and industrial relation officers. The superannuated ex-office bearers of ASTO and Unions provided the valuable information in completion of the study. Several visits had been to the legal department for getting the first hand information of adjudication and arbitration cases. Data collected from corporate industrial relations section, Dehradun provided information about the man-days lost year-wise from 1977 to 2005. Information from ONGC reports, ONGC a profile, various information booklets issued from industrial relations department, circulars, handouts reports of ONGC etc. were used in extracting the information.

3.4 OBJECTIVES OF STUDY

In view of the existing review of related literature and emerging need for the study, it was noticed that industrial health of an organization has multifaceted impact on its productivity, performance and profitability. Hence, the present study is conducted to achieve the following objectives:

(i) To scan the factors determining industrial relations in ONGC.
(ii) To examine and understand the industrial dispute settlement, grievance handling and participative mechanism developed by ONGC for maintaining peaceful industrial relations.

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To analyze the opinion of ONGC employees on industrial relations and to propose action strategies.

3.5 RESEARCH METHODOLOGY

The study is conducted to understand the process of industrial relations in public sector in general and ONGC in particular. The research aims at knowing the viewpoint of Workers, Trade Union leaders, representative Officers of Association and Managers about labour-management in the Corporation. The following tools and techniques were used in the study.

3.5.1 Sources of Data: In this research, both kinds of data, primary and secondary, was used. The primary data was collected with the help of well-designed questionnaires from ONGC employees. The secondary data have been used from the official records of the Corporation published from time to time, Annual Reports of ONGC, Quarterly ONGC Reporter, Reports of Parliamentary Committees and Bureau of Labour Statistics.

3.5.2 Sample: The opinions of employees on industrial relations were collected randomly from 398 employees in various work centers/units of ONGC. The sample consists of the Employees, Trade Union leaders and Managers. The distribution of filled-in questionnaires is given below:

<table>
<thead>
<tr>
<th>Total Number</th>
<th>Employees</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Managers (E6-E8 level)</td>
<td>54</td>
<td>50</td>
<td>4</td>
</tr>
<tr>
<td>Senior Officers (E4-E5)</td>
<td>172</td>
<td>150</td>
<td>20</td>
</tr>
<tr>
<td>ASTO members (Office Association)</td>
<td>35</td>
<td>32</td>
<td>3</td>
</tr>
<tr>
<td>Trade Union Leaders</td>
<td>37</td>
<td>37</td>
<td>0</td>
</tr>
<tr>
<td>Staff Officials and (E1-E3)</td>
<td>100</td>
<td>90</td>
<td>10</td>
</tr>
</tbody>
</table>

3.5.3 Instrument: The perceptions of ONGC employees have been gathered through three questionnaires; (i) for staff and officers, (ii) trade union activists and leaders, and (iii) ASTO office bearers. The questionnaires were well-prepared and administered to ONGC
employees. The opinions of employees were gathered on open ended and dichotomous questions relating to major components of an industrial relations system.

The information on existing industrial relations system in ONGC have been collected from various literature and information sources like library, industrial relations department, legal department, HR&Admn department and interviews of officers were conducted in order to have depth knowledge about the theme to make relevant observations.

3.5.4 Statistical Analysis: The information gathered from primary and secondary sources, trend analysis and simple percentage method was used to reach the conclusion.

3.6 LIMITATIONS OF THE STUDY

The study has been conducted in ONGC and observations are made on the basis of data and information provided and opinion put forth by the employees. Like all researches time frame put some restrictions but these not have significant implications on results and findings.

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