CHAPTER 8

Conclusion and Suggestions
CONCLUSION AND SUGGESTIONS

This chapter is devoted to conclude the labour and management relations in public sector undertakings and to suggest various measures to improve the relations between the two, in the interest of economic development of the country.

This is a very crucial and important issue to develop the harmonious relations of the labour and the management, in such a manner so that smooth running of public sector undertakings may be ensured. A case study of Lal Imli Mills, Kanpur, reveals that the unit is suffering from various labour management problems and as a result of it, running in loss and is on the verge of closure.

The different variable of labour management relations in Lal Imli Mills, Kanpur have been analysed in the earlier chapters of this thesis. After analysing the whole situation, I have reached the following findings and present many emphatic suggestions to improve the environment of the labour management relations in public sector undertakings as a whole including Lal Imli Mills, Kanpur.

THE MAIN FINDINGS

It has been dealt at length as to how the Lal Imli Mills were established in Kanpur and its prime importance in Uttar Pradesh. It is the only composite woollen mill situated in Uttar Pradesh with the latest technology and machines. It has served and catered to the vast population
of Uttar Pradesh and across its border all throughout the country and its products have much preferred acceptability across the country. No marriage in the state of Bihar is solemnised without 60 No. Lohi of Lal Imli. Even a family below the poverty line can afford to purchase Barrack blanket and Janta shawl made out of woollen noils at a low cost. There is a cascading demand for Premier and Ashoka blankets of Lal Imli among the aristocratic layer of the society. The bulk of defence requirements used to be met from Lal Imli and its uniform cloth and blue serge were always considered as prized possession by the army and airforce.

In this backdrop, the conclusion which can be drawn from the above study assumes importance. Not only in the case of Lal Imli, but also for the entire textile industry of country, as to what really motivates the workers and the officers of the company to create such historical traditions in the field of quality and quantity of fabrics, is a matter of close study. These are not merely the pages of history, but these motivation can be the point of guidance for the industry in future also.

The evolution of labour management relations is a slow process of history. It is influenced by political, social and economic conditions. With the advancement of science, the industrial revolution came in Europe. Labour was exploited to a large extent and lived in abject poverty. An intelligent section of society hated this exploitation and this resulted in legislations of benevolent labour laws. This was a cross road when on one side the welfare concept dominated the industrial relations
in Europe while in the other side the Russian revolution of 1919 established the rule of labourers and farmers in Soviet Russia.

India was no exception to this change. The Britishers who were ruling the country established the industry in the later half of nineteenth century. As Europe was dominated by the welfare concept in labour policies, the British industrialists in India, though very harsh in the early stages, gradually adopted benevolent policies towards labour.

In Lal Imli Mills, British promoters provided satisfactory working conditions to the labour. It helped them in counteracting the influence of Gandhi Ji's freedom movement from spreading into the labour in the early stages. However, the tides of freedom movement became stronger and stronger with the passage of time and finally influenced the workers of Lal Imli to some extent without jeopardising the industrial peace to any significant extent.

However, the post nationalisation era (after 10th June, 1981), disturbed the balance of industrial relations. The government management gave disproportionate importance to the labour and promised the move without taking any reciprocal assurance from the workers for higher productivity and efficiency. This ultimately proved fatal to the work culture.

The conclusion of primary importance is that the industrial relations are influenced by varying circumstances. A benevolent management can contribute a lot to improve industrial relations.

In the management of industrial relations local issues germinating
from the labour as well as from the management play primary role. Revision of minimum wages, revision of rate of D.A., working conditions of the machines and other matters relating thereto have dominated the scene. Depending on the intensity of the issue and the time taken in resolving it, the industrial relations undergo some strains. The general application of above principle, if viewed in the context of specific cases, the wage demand of 1971-72 resulting into Raj Mangal Pandey award, hike in the rate of D.A. in 1977, local issues like the revision of wages in Lal Imli in 1982 and K. K. Pandey award in 1988 had a lot of good and bad effect on Industrial relations.

The management of Lal Imli, generally acted in time to sort out the local issues in the pre-nationalisation period. It saved the mills from the strains in the industrial relations considerably. The policy was reversed in the post nationalisation period and the mills had to face frequent strains in industrial relations due to the indecisive attitude of the management.

Labour being a concurrent subject in the constitution of India, it has mostly been regulated by the State Governments. It is for this reason that all the wage increases in Lal Imli were awarded by Uttar Pradesh Government. Whenever any serious law and order situation arises regarding industrial relations in the companies where Central Government has financial interest, it approaches the State Government to provide adequate security to the management personnel and property.

After 1957 when the government acquired financial interest in the
BIC, the owner of Lal Imli, such situation did arise when the Central Government had to press State Government to intervene and provide protection to the Lal Imli Mills. This happened in 1971. When the dispute for the additional bonus come to the fact. The second phase of intervention of Central Government into the labour matters started when the State Government continued to grant wage hike but failed to streamline the work load and work assignment. It was in this context that in the year 1985, the Central Government refused to pay Rs. 60/- per month to each workers of Lal Imli on adhoc basis as per the declaration of the then Chief Minister of Uttar Pradesh. Central Government agreed to pay only after the matter was referred to Industrial Tribunal.

In the later phase of Pandey Award, when it was cancelled by the State Government on flimsy grounds due to labour agitation, a weak Central Government failed to persuade the State Government to enforce the new norms of work load and work assignment.

The genesis of industrial relations in Lal Imli reveals certain fundamental principles of industrial relations. The quality of management has a lot of bearing on the management of industrial relations. The benevolent British management, till the year 1954 was able to achieve industrial harmony of high order. These policies, however, continued till 1961 and yielded satisfactory results.

With the changes in management in 1961, when the government and a private industrialist became partners in BIC, the scenario changed. It is unfortunate that socialist pattern, followed in our industry
after independence, was misinterpreted by our politicians. The labour unions thought that under the ownership of State, the industrial worker could have all the rights without duty. This also came true in the case of Lal ImlI Mills. As soon as the workers came to know that the government was an equal partner, they started raising all sorts of demands and consequently the industrial peace suffered a major setback.

In this backdrop, when the labour agitation achieves success, it becomes very difficult to contain labour from raising all sorts of demands, whether justified or unjustified. It was partly due to their agitation that the other branches of B.I.C. were taken over by the government. This emboldened the labour of Lal ImlI Mills to take recourse to the path of agitation in pressing their future demands.

Another cardinal principle of industrial relations which emerges from the above genesis is that if management succeeds in rejecting an unreasonable demand of labour the industrial peace is almost guaranteed for the next four to five years. The management of Lal ImlI was able to handle successfully the agitation of workers for increased bonus which was not legally due to them in 1971. The result was that the industrial peace was restored in Lal ImlI for next five years.

As enumerated above, the nationalisation of B.I.C. in 1981 played havoc with the industrial relations in Lal ImlI. It was now a fully government owned mills and the workers thought that they had all the rights without any duties. These distorted convictions of workers brought a chain of strikes in Lal ImlI in the subsequent period.
One of the tragedies of industrial relations in India has been that the politically motivated trade unions generally work for achieving political objectives rather than to work in the interest of the workers and the factories. The role of C.P.M. led union in Kanpur has been the same. It has always opposed rationalisation of work load in Lal Imli where as in West Bengal (C.P.M. governed state), C.I.T.U. accepted large scale retrenchment of workers, cut in wages and abandonment of strikes for a specified period.

A healthy interaction with the workers and provision of reasonable facilities for them can improve industrial relations to a great extent. A pragmatic approach of the labour unions can help a great deal in achieving this objective. This came out to be true in the case of Lal Imli. By an interaction with workers at the floor level in the factory and by providing them satisfactory working conditions and facilities, the industrial relations took a better turn.

A famous historian named Carlile once said "History repeats itself". Whatever may be its literal meaning the universal truth is that the lesson drawn from the history shape the future policies. The same is true in the case of Lal Imli Mills as its historical genesis of industrial relations provides sufficient guidance as to how the mills can be brought back on rails.

Its present status, having been declared a sick unit by the Board of Industrial & Financial Reconstruction and facing the winding up proceedings pending before the honourable High Court, may be very
disheartening feature. It, however, can not be treated a point of no return as there are several redeeming features which can change the complex of the situation.

A programme of massive modernisation carried out in the recent past at a cost of approximately Rs. 20.00 crores makes Lal Imli Mills a most modern unit. Its old plant and machinery are still in order. The brand superiority of Lal Imli products is well known. It has vast financial potential like surplus land and building which can provide adequate working capital. Its export potential and all India graph of profitability of woollen mills are sure indicators that the tax payers money, if judiciously invested in this unit is bound to yield good results. These factors do indicate that it will be a great national loss if this mill is closed down due to lack of political will.

Without dealing separately with the area of weaknesses, which has led to the present disaster, I give out various measures, which if taken in time can gainfully turn this mill into a profitable venture.

Based on the scheme drawn by technical experts of International wool secretariat and the management of B.I.C. certain fiscal measures have been recommended to the government of India which include the pegging of outstanding amounts of S.B.I. & public financial institutions conversion of government loan into equity, temporary advancement of working funds by S.B.I. under central government guarantee. Mobiliasation of resources by selling surplus property has also been suggested.
Accountability of the management, appointment of a sound technical and financial team of officers including the managing director, non-entry of the government officials on the board of the company and adoption of pragmatic production and sales policies are also considered of vital importance for the rehabilitation of Lal Imli Mills. Nepotism, favouritism and other malpractices should be checked and punishment should be awarded to officers and directors indulging in such activities.

Work culture has been the worst victim in the mills during the last ten years. Payment of wages to workers and staff, without doing any work, have played havoc with the industrial culture. It has to be restored. A strong leadership at top level, committed supervisory staff, reorientation courses for labourers visits of labourers to other industrial centres, wage freeze for five years, holiday for lockout and strikes for five years, token equity participation by workers, effective floor level interaction between workers and management, rationalisation of work load and work assignment, incentive schemes for achieving higher production, avoidance of the multiplicity of trade unions, constitution of high power grievance redressal committee are some of the measures which can restore the industrial culture of Lal Imli.

The Russian revolution of 1919 based on the political philosophy of Karl Marx, was a reaction to the policies of Lassiez Faire followed in Europe in the wake of industrial revolution. The whole world was stunned to see the power of State passing to the hands of farmers and workers through the institution of dictatorship of proletariat.
The European Society changed the policies towards labour and various measure for emancipation of workers were introduced at the state level. The political thinkers of the west preached the cult of socialism which in fact meant a welfare state imparting justice and equal opportunities to all the sections of society including the workers.

On the Indian scene leaders like Pt. Jawahar Lal Nehru, Shri Jai Prakash Narayan, Acharya Narendra Dev, Shri Ram Manohar Lohia became the chief exponents of the philosophy of socialism. The concept of representation of labour in the management of industry is an important part of philosophy of socialism.

In India, the Indian National Congress, the then ruling party opted for existence of public sector undertakings. It became easy to give representation to workers in the public sector undertakings. The first example was of Hindustan Steels Ltd. a public sector undertaking.

While in theory it was emphasised at various platforms to have workers participation in the management, in practice neither the government nor the political parties took any concrete steps in this direction.

In case of B.I.C. though the central government issued several directives at various disciplines yet it never asked to appoint a labour representative on the board. In view of the significant role played by Kanpur in labour movement it was expected of the government to issue such directions.
The enlightened management of B.I.C. however appointed a veteran labour leader Lt. Shri Surya Prasad Awasthi as director on the board of the Elgin Mills Co. Ltd, a subsidiary of B.I.C. It was soon followed by appointment of another labour leader Shri Ram Nagina Mishra M.P. on the boards of two sugar companies which are associates of B.I.C. There appointments were not made through any democratic process but according to the best judgement of the then Chairman cum Managing Director Lt. Shri D. N. Dixit. The experiment proved highly successful as the frequency of labour troubles even in Lal Imli Mills were very much reduced. Even if any trouble arose it could be settled easily and speedily. The above exercise does establish the fact that instead of following the democratic process, an enlightened management, working in the best interest of the company can make much better selection of labour leader for the post of director. It gave a lot of impetus to workers to achieve higher productivity. Nepotism is one of the serious maladies of the present political set up. After the year 1990 although some appointments in the name of labour representative were made from other states but those director failed miserably to play any useful role in the B.I.C. Group of companies. It is a guiding principle for politicians in power. They should understand the importance of appointing a right person for this purpose.

The success of above experiment in B.I.C. has not been given its due importance by the government in the national context.

On the International Scene the political parties in various countries
formed their own labour wings to ventilate their labour policies. While these policies aimed at the welfare of the labour the inner motivation was to bring labour in their fold to strengthen their political influence. In India, the Communist Party (Marxist) and the Communist Party of India formed their own unions to strengthen their political base amongst the workers. Similarly, Congress formed I.N.T.U.C. In the 60's Bhartiya Mazdoor Sangh became the labour wing of Jansangh (Now Bhartiya Janta Party).

It can be a very interesting study to know whether these unions worked only for the welfare of workers or in garb of worker's welfare they worked for their political aims. The history of the communist led unions in India unfortunately sends signals to the effect that they worked more for their political ends than for the welfare of labour. In the case of I.N.T.U.C. and socialist led Hind Mazdoor Sabha, the political motivations has been of much lesser degree. The Bhartiya Mazdoor Sangh is credited to have much better approach than the first two sets of unions.

In Lal Imli almost all the important unions made their entry from time to time. With the passage of time, there was a mushroom growth of trade unions in Lal Imli which have largely confined themselves in handling cases on behalf of labour.

Recognition of trade unions in the industrial concerns has always been a puzzling problem in India. In the absence of any clear directions or policies for the affiliation of trade unions in the industry, the scenario
has remained confused. It is only in the textile industry of Bombay that one union alone has been recognised.

In Lal Imli Mills, the position has remained quite unsatisfactory in this regard. Multiplicity of trade unions has created problems for the mills as well as for the labour.

Certain important conclusions can be drawn by an analytical study of the role of trade unions in various strikes resorted to by them including the one of 1971. To save their face all the unions had to join the strike although it was initiated by I.N.T.U.C. only many of them differed on the issue but they had no courage to resist and to remain out of the strike. In the name of collective bargaining, representative of many unions participated in the negotiations for settlement but ultimately they disappeared from the scene. The motive apparently was that in case the settlement made by I.N.T.U.C. was not found convenient they could take advantage by criticising it before the labour to win their support. A shrewd management as in the case of Lal Imli had to try first to tire out the labour and then to settle the matters in order to eliminate the disruptive attempts of these opportunist trade unions. Hence multiplicity of trade unions is, therefore, highly injurious to the interest of labour and Industry.

It is unfortunate that trade unions have suffered from certain structural and operational deficiencies and had therefore not been able to serve the cause of labour to the desired extent. The study also reveals that in view of heterogeneous composition of trade unions, the
management has also remained shy in making efforts to have one recognised union to deal with.

There has not been a well integrated policy relating to the role of trade union in India. The subject is dealt in a haphazard way and even the legislation suffers from serious infirmities. All the centres of textile industries have their own specific problems and there are different unions under different banners in all the textile centres. As far as Lal Imli is concerned, the trade unions have never bothered to accept the revised work load and work assignments. This careless attitude of trade unions is mainly responsible for the present decay of Lal Imli Mills.

The Employers Association of Northern India (ENI) represents employers in the labour courts in various labour cases. Apart from that it handles almost all the problems of industrial relation. It has been representing the mills before the state government in the negotiation for wage increase with the state government and labour unions. It has always played an important role. In the wage settlement of the years 1973, 1975, 1977, 1981 and 1986 it played very important role. In the context of Pandey Award it represented the Kanpur Mills at every level.

But in the present scenario, almost all the textile mills have their own law department to deal with labour cases. Hence importance of E.N.I. has reduced considerably.

Measures for welfare of labour assumed importance in the post industrial revolution era. The enlightened employers recognised it as a
great booster to the productivity. At the same time the government, except in the communist countries, regarded it as a counter check to the spread of communism.

The scope of welfare activities to make the labour a satisfied lot have expanded widely all over the world. If viewed in the context of national scenario Lal Imli Mills can take pride in paving a unique position in the matters of welfare activities. A social package of welfare activities including sanitation, education, recreation, housing, cultural was provided from the very inception and still it continues. It is a treat to watch the workers playing football, cricket and other games in the field in McRobert's Ganj Colony of the mills. Educational institutions for girls and boys speak a lot about the benevolence of the management.

The impact of welfare activities has been healthy and in its sunshine period Lal Imli workers have done exceedingly well.

In present situation the expense on welfare activities per worker per annum is significantly higher than other textile mills. However it's a psychological phenomenon that a worker is never satisfied with what he is getting. Same is in the case of Lal Imli.

There is no denying of this fact that due to the present financial difficulty there has been a shrinkage in the amenities being provided to the workers. Workers should accept it since they too are partially responsible for present debate.

Job satisfaction has been acclaimed as the best means for
furthering the interest of the industries. This principle has been accepted all over the world. There are two cardinal factors of job satisfaction. On one hand, there is the satisfaction at the machine which a worker gets by applying his labour to achieve the productivity, while on the other hand, good working and living conditions make him to feel that he is also a part of the outfit. A smooth running of the machines, technical fitness, optimum production and good atmosphere in the factory gives him enough push to achieve more. The good living conditions including neat and clean residential quarters, educational facilities for children and means for recreation give him a sense of pride which is vital for the formation of his oneness with the management.

Lal Imli Mills has an excellent record of providing most congenial conditions inside as well as outside the factory. Updating of technology, installation of new machines with optimum production, regular maintenance of the machinery and co-operation between supervisors & labour at floor level has given immense job satisfaction to the workers. When he goes back to his apartment, the atmosphere there, is also most agreeable.

A very important conclusion which is drawn in this case of Lal Imli is that the workers can be a very unhappy lot in case they are made to sit idle. Almost for last one decade there has not been enough work for workers which has proved to be a seed of discontent. The basic condition for job satisfaction is that there should be adequate work for workers to do.
The story of Lal Imli Mills exhibits a very interesting study as it is a story of very sharp paradoxes. It provides an opportunity to a researcher to analyse and judge a mill which attained the height of glory. It also presents the picture of a mill which has decayed and is on the verge of extinction. This study can be a valuable one for the framers of textile policy as well as for the managers and barons of textile industry.

The location of Lal Imli Mills is ideal since it has a good hinterland and is a home of traditional weavers. The enlightened management of Lal Imli Mills provided congenial atmosphere inside the mills and excellent living conditions outside the mills. Sound technical staff and the dedicated management with full accountability accelerated the pace of development. A sound sales policy and quality control achieved the brand superiority of very high order for its products. Stability of higher management provided it all the impetus to achieve wonderful results. Finally a rational labour policy treating labour as a part of the organisation provided an era of highly satisfying industrial relations.

In planning for the success of any industry, the above factors are vital. This is an important lesson which is learnt from the story of Lal Imli Mills.

The story of its decay and failure is also very important as many important lessons can be derived form it. Lack of stable management has played havoc with Lal Imli. Missing concept of accountability at the
highest level has been another factor responsible for its downfall. Lack of technical updating, slackness in maintaining the machines, defective sales policies, lack of direction at the top are some of the factors which have contributed to its downfall.

Not providing the finance at the right time and not providing adequate work to workers have ruined the work culture. Similarly, lack of reorientation programme for workers and supervisors, multiplicity of trade unions, apathy of the workers to the growing need of rationalisation of work load, apathy of the State Government to the burning problems of industrial relations, faulty labour legislation have eaten away all the strength of the mills. Needless to say, that these pitfalls have to be avoided by the framers of the policies and the managers of industries in order to run the industry smoothly and to serve the cause of nation.

Suggestions For Good Labour Management Relations

The importance of good labour-management relations and the maintenance of industrial peace for raising the tempo of production have assumed a high significance in recent time. It seems that appropriate handling of labour management relations will remain a challenge for managers in future also. For efficient handling of challenges and establishing cordial relations between labour and management, I may now suggest following guide-lines:
Development of Strong Stable Trade Union

Trade unionism in our country suffers from a variety of problems and limitations which have adversely affected their status and bargaining power. It seems that trade unions are more involved in confrontation, intimidation and disputes, than the welfare of the workers as it is. It is, however, high time that unions should now turn their attention to constructive and welfare activities; they must be run by the members and for the members; they must recognise and fulfil their proper role in the life of the nation and community in which they live, they should take up the task of educating their workers to be responsible workers and citizens. All these things make a union strong and stable. A sound trade union education is also required which can create a body of competent, well-disciplined trade union leaders. Multiplicity of trade union should be avoided. As far as possible management should give recognition only to one union.

Mutual Faith

Cordial labour-management relations in an enterprise can be maintained only through mutual faith and understanding on the part of labour & management. Peace, harmony and efficiency cannot be registered on by command or by passing of legislation. The correct scientific and rational approach towards the problem of labour-management relations seems to be the realisation of the dignity of labour as a human being and the fact that worker is not a commodity and labour remains a human being first and last. Therefore, it is true that
in industrial negotiations, perfection of machinery counts for far less than good faith and goodwill. The intention of the Government in laying down legal provisions for settlement of industrial disputes was, prevention and settlement of dispute. This, however, has not been achieved, mainly because of the absence of mutual faith and acceptance of bonafides on the two sides.

**Self Control on Strikes And Lock-Outs**

Strikes and lock-outs are the potent weapons which labour and employers respectively employ to protect their interests. But right to strike and right to lockouts should always be used with caution and only after all possibilities of peaceful settlement have been explored. However, under certain condition the right to strike or to lock-out is forcibly restricted by the Government. Such restrictions create artificial peace in industry. They hardly lead to good labour-management relations. In fact they generate a feeling of bitterness among the parties. It is, therefore, high time for the labour leaders, as well as the management to discipline themselves. Strikes, lock-outs, industrial disputes, go-slow, work to rule, etc. should be effectively checked by themselves with the help of mutual industrial relations policies. At the same time, management as well as the Government should try to solve (not to suppress) the problems of labour quickly.

**Fulfillment of All Types of Needs**

A worker exists in the organisation with his needs, motives and
expectations which he seeks fulfillment of. Once his needs and expectations are fulfilled he gets satisfaction. The effectiveness of the enterprise lies in matching the requirements of the organisational role with the needs and expectations of people. In the process, the organisation gets its results and the workers on their respective jobs get satisfaction of their needs. Therefore, it requires executive and leadership skills to match the organisational task requirements and the workers needs and expectations so that it can serve the dual purpose of achieving organisational objectives and workers satisfaction and involvement. Job enrichment, confidence in leadership of supervision fulfil the major social and psychological needs of workers. This is the reason why workers say "we want the superior who will listen to us."

**Settlement of Disputes**

The present tendency is to secure settlement in industrial disputes more through methods of compulsory adjudication or through the intervention of the Government rather than the machinery of collective bargaining and voluntary negotiations. Such a tendency must be discouraged. The spirit of tolerance is the basic principle on which the soul of eastern philosophy rests. Naturally the very psychological approach of the Indian worker in all problems confronting him is to attempt to understand mutual difficulties and avoid conflict and bitterness as much as possible.

Therefore, it must be understood that the legislation should only be one of the planks in helping the workers to cure their many ills. In
the first instance, it is necessary that the labour as well as employers must be sufficiently well-organised to solve their differences by themselves.

**Legislation is no Sure Solution**

Numerous laws have been enacted to promote healthy labour-management relations and it is unnecessary to count them. One cannot be very optimistic about the prospects of industrial peace through legislation. Unless the parties to the combat agree to regulate their relations on the basis of good faith and equity, no amount of legislation can bring industrial peace. Mere prescription of laws with their enforcement strictly has brought the law into disrepute and it has become disfunctional. Therefore, not only mere laws but better understanding and negotiating in good faith appears to be the better solution to the problem of the present industrial unrest.

**Suggestion Schemes**

The study has proved that workers are enthusiastic to make their suggestions and contributions in case there is proper machinery to accept their suggestions and to utilise them properly. Employee suggestion systems are designed to encourage active co-operation of the employees in the activities of business and industry through seeking ideas for cost-reduction, increasing productivity and creating healthy labour-management relations. The suggestion systems facilitate upward flow of communication - a type of communication that is very much needed in
industry. While suggestion systems have become a common industrial practice with some of the leading concerns in our country, it is yet to gain momentum among many industrial units. "Workers Involvement in Management" would be largely helpful for this purpose.

**Future Claims of Labour should be Linked With Productivity**

As a matter of fact many public sector enterprises are running at a loss, continuously, mainly due to work-stoppages, go-slow, tool down, pen down, work to rule, and so on. It is therefore, my sincere belief that any future claim of labour should invariably be linked with productivity for which a disciplined workforce is the basic requirement. A clear-cut law condemning indiscriminate strikes and other strategies like go-slow, tool down and so on is the need of the hour. A time has come when workers should free themselves from the strange psychology that a strike is a struggle for human rights by the downtrodden against a privileged class particularly in the case of public enterprises.

**Some Other Suggestions**

In addition to the above, following suggestions are also helpful in maintaining healthy labour-management relations:

(a) The trade union should be recognised by the management on the moral grounds in addition to statutory recognition to make collective bargaining agreement purposeful.

(b) Lesser Government interference in day-to-day functioning.
(c) Sincere efforts of Government to create healthy environment.

(d) Management is suggested to give up the 'five-star culture' and to recognise the dignity of the workers. Superiority complex must go and workers should not be differentiated from the management.

(e) Personnel manager should play a key role in maintaining good labour-management relations.

(f) We produce graduates, post-graduates, doctors, lawyers, engineers, managers, I.A.S. Officers, and so on but in most of the cases we are not able to produce character, morale, honesty, nationality, cooperative attitudes in them, till now. In the absence of these human values, cordial relations are not only difficult but impossible as well, everywhere, whether in society or in any business enterprise. Therefore, it is the duty of the whole society to create these basic human qualities in new generations not only by the means of lectures but by the conduct also.

In the present scenario of Lal Imli Mills all the measures enumerated above will be meaningless if present decline is not arrested and the mill is put back on the rails.

I have dealt with the areas of intrinsic strength of Lal Imli Mills which remains in its modern machinery brand superiority and vast financial resources in the shape of valuable land and property which are surplus to its requirement and can be encashed. However, these points of strength are of no value unless the promoters are able to provide it
a stable management which is free from the clutches of bureaucrats sitting in Delhi Darbar. The story of the Lal Imli Mills for the last three decades clearly establishes one point that the entry of the government and resultant bureaucratic control has ruined this world renowned industrial unit. Unless it is free from their shackles and is replaced by technically sound and rational management, there is no scope for its revival.

The attitude labour is another burning problem. No amount of Utopian principles can help this mill, unless the labour is made to feel that it is their unit and they should also make some sacrifices in order to rehabilitate it. Over the last 30 years they have been ditching the question of rationalisation of work-load and work assignment. It is a fact that with every wage hike they agreed to raise work load but after wage hike they parried the question. This is a major contributory factor for the present state of affairs. The time has come when the labour has to realise its responsibilities otherwise the rehabilitations of this mill shall always remain a far cry.