CHAPTER - I

INTRODUCTION AND RESEARCH DESIGN

1.1. INTRODUCTION

With the rapid industrialization of India over the years, a massive organised sector employing a large work force has come to occupy an important role in the country’s economic life. The industrial way of life has brought in its wake a host of concerns and issues which have led to periodic discussions. As a result, a set of relationships in a totally different work context has been established. As organizations grow, and many new ones are established, people who developed themselves and contributed to their viability, create a new work environment. Hence a new industrial culture has to be taken into account.

In those days when the doctrine of ‘laissez faire’ prevailed in the sphere of economic relationships between persons, workers suffered a disadvantage. In the production setting, the relationship between themselves and their employers was considered to be a relationship among unequal which inevitably resulted in the exploitation of the weaker section by the stronger one. The workers were individually weak while contracting with the employers, and were therefore exploited; they were paid low wages and worked for long hours under miserable physical conditions of
work. This exploitation sowed the seeds of dissatisfaction among workers and bred protest. Workers, therefore, joined together and formed trade unions to mobilize their own power. A worker could not individually take up his own cause effectively with his employer. Trade unions, therefore, emerged in the area of collective relationship as organized bodies for the protection and furtherance of workers’ interests.

The major participants in the field of industrial relations are, therefore, the workers and their organizations, associations of the employees / managements and the employers, and the agencies of the government. They play their roles, act and inter-act, and evolve a process whereby the rules to regulate employment relationships are formulated and administered.

“Industrial relations” is one of the most delicate and complex issues of the modern industrial society. It is a dynamic concept which depends upon the pattern of society, the economic system and the political set up of a country and it changes with the changing economic and social order. It is an art of living together for the purposes of production, productive efficiency, human well-being and industrial progress. The existence of good human relations, an organized labour movement, collective bargaining, fair dealing by management with the workers and joint consultation at all levels, are necessary for the establishment and
maintenance of harmonious industrial relations and for building up new attitudes and institutions.

In ancient times, the highest occupation in India was agriculture fallowed by trading. The ancient scriptures and laws laid emphasis on the promotion and maintenance of peaceful relations between capital and labour. From the very early days, craftsmen and workers felt the necessity of being united. The utility of unions has been stated in the *Sukla Yajurveda Samhita*, “If men are united, nothing can deter them”. The description of unions of workmen in different occupations is found in many places in *Vedic* literature and the *Shastras*. Kautilya’s *Arthashastra* gives a comprehensive picture of the organisation and functions of the social and political institutions of India and a good description of unions of employees, craftsmen or artisans. During the period of Harsha, there were ‘*Shrenis*’ and ‘*Sanghs*’ as well as unions of labourers and employers at Kanauj. During the days of Vikramaditya (of Ujjain), there were well-organised guilds known as ‘*Shrenis*’ or ‘*Kula*’. These guilds worked according to their own bye-laws for the management of unions. However, there were no organisations of workers during the Mughal period.

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The British Government in India was largely interested in enforcing penalties for breach of contract and in regulating the conditions of work with a view to minimising the competitive advantages of indigenous employers against the British employers. A series of legislative measures were adopted during the latter half of the nineteenth century which can be considered as the beginning of industrial relations in India. The close of the First World War gave a new twist to the labour policy, as it created certain social, economic and political conditions which raised new hope among the people for a new social order. The establishment of the International Labour Organisation (ILO) in 1919 greatly influenced the labour legislation and industrial relations policy in India. The emergence of trade unions in India, particularly the formation of the All India Trade Union Congress (A1TUC) in 1920, was another significant event in the history of industrial relations in our country.

The Trade Disputes Act, 1929, sought to provide a conciliation machinery to bring about peaceful settlement of disputes. The Royal Commission on Labour (1929-31) made a comprehensive survey of labour problems in India, particularly the working conditions in the context of health, safety and welfare of the workers and made certain recommendations of far-reaching consequences.
The Second World War gave a new spurt in the labour field. The exigencies of the war made it essential for the government to maintain an adequately content labour force for maximising production. The Government of India had, therefore, to step in and assume wide powers of controlling and regulating the conditions of work and the welfare of the industrial workers. The other significant development during the war years was a major split in the trade union movement and the emergence of a new central trade union organisation. The Indian Federation of Labour (IFL) was formed in 1941. The Indian Labour Conference as a tripartite consultative machinery was instituted during this period during 1942. In the 1950s, this forum evolved certain principles, norms and practices which shaped the subsequent pattern of industrial relations in India. There was also a significant increase in the number of trade unions and in their membership. A new Central Trade Union Organization named as The Indian National Trade Union Congress (INTUC) was formed in 1947.

Modern management has been increasingly aware of the fact that the human factor is the most important of all factors of production. As Douglas McGregor puts it: “Many managers would agree that the effectiveness of their organisations would be at least doubled if they could discover how to tap the unrealized potential present in their human resources”.

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The three groups namely the workers, the employers, and the government - interact within the social and economic environment that prevails at a particular lime. It is obvious, then, that every industrial relations system creates its own complex of rules and regulations, which govern the place of work and the working community. These rules and regulations may take a variety of forms in different systems: there may be laws and awards of courts, committees or tribunals; there may be agreement written or sanctioned by custom, usage, practice, or tradition, or which may be the result of government policies or intervention.

1.1.1. Workers and their Organisations

Here, the emphasis is on the members of organisations, the personal characteristics of workers, their cultural and educational attainments, qualifications, skills and attitudes to work, and so on. Unions have a crucial role to play in industrial relations. Unions have broad objectives, which are as follows;

(i) To redress the bargaining advantage of the individual worker vis-a-vis the individual employer, by substituting joint or collective action for individual action.
(ii) To secure improved terms and conditions of employment for their members and the maximum degree of security to enjoy these terms and conditions.

(iii) Obtain improved status for the worker in his work and

(iv) To increase the extent to which unions can exercise democratic control over decisions that affect their interests by power sharing at the national, corporate and plant level.

It should be noted that the concept of industrial relations has a very wide meaning and connotation. In the strictest sense, it refers to employer-employee relationships, that is, the relationship which emerges from the day-to-day association of management and labour. In its wider sense, the concept includes the relationship between employer and employee in the course of the running of an industry, and may project itself into spheres which may cover the areas of quality control, marketing, price fixation and disposition of profits. However, the phrase industrial relations is generally used in the narrower sense.

An industry is a social world in miniature. As an association of various persons - workers, supervisory staff, management and employers it creates an industrial relationship. This association often affects and influences, for better or worse, the economic, social and political life of the whole community. In other words, industrial life creates a series of social
relationships, which have an impact not only on the relations between employers and employees but also on the industry as a whole and on the community at large. Industrial relations are, therefore, an inherent aspect of industrial life, and they may be classified under the following categories

(a) Labour-management relations at plant and industry level,
(b) Group relations among various groups of workers.
(c) Community relations between industry and society.

1.1.2. Managers and their Organisations

Here, the emphasis is on work groups, teams, and the variations in their sizes, composition and the extent of specialization they impose. Provision is made for internal communication, for the structure of status and authority, and for such ancillary organizations as trade unions and employers’ associations.

In general, managers tend to see employee relations in terms of the following activities:

(i) Creating and maintaining employee motivation
(ii) Obtaining commitment from workforce.
(iii) Establishing mutually beneficial channels of communications throughout the organization
(iv) Achieving high levels of efficiency.
(v) Negotiating terms and conditions of employment with employee representatives.
(vi) Sharing decision making with employees.
(vii) Engaging in a power structure with trade unions.

1.1.3. Labour Welfare and Industrial Relation

The term labour welfare lends itself to various interpretations and it has not always been of the same significance in all countries. As pointed out by the Royal Commission on Labour, the term ‘welfare’ as applied to the industrial worker “is one which must necessarily be elastic, bearing somewhat different interpretation in one country to another, according to the different social customs, the degree of industrialisation and the educational development of the workers”.

Labour welfare measures can be grouped under three categories, viz., statutory voluntary and mutual. Statutory measures are the legal provisions connected with labour welfare measures regarding work environment and health factors. The Government can fix certain minimum norms through legislation.

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The efficiency of the workforce is directly and indirectly linked with the conditions and the environment under which they are required to work. Even the most sincere employee cannot contribute his best if he is uncomfortable. On the contrary, his productivity is bound to increase when he is comfortable at the work place and he is conscious of the welfare amenities. Provision of adequate welfare facilities will go a long way in the improvement of the morale of the workers and consequent increase in their efficiency and reduction in cost management uses labour welfare measures as a tool to achieve the aim.

The aim of welfare activities is partly humanitarian, partly economic and partly civic. It is humanitarian, as it aims at providing certain facilities and amenities of life to the workers, which they themselves cannot provide for themselves. It is economic, because it improves the efficiency of the workers and keeps the workers contented and minimizes the chances of conflict. It is civic, because it is a means to promote a sense of responsibility and dignity among the workers.

1.2. REVIEW OF LITERATURE

There was a large number of studies conducted on industrial relations management. A review of the previous studies helps to find the gap in the study so as to pursue the research in the right direction.
In July 1943, J.R.D. Tata issued a memorandum in a journal namely “National Institute of Personal Management: Personnel Today” stating that, there are three main concerns of industrial management namely, machines, material and men. The last one is certainly the most complex and difficult. When employing 30,000 human beings, each with a mind and soul of his own, it seems to be assumed that they would look after themselves and that there was no need for a separate organization to deal with the human problems involved.³

Bhangoo, (1955), in his study entitled “Industrial Relations in Cotton Textile Industry” explored the nature and extent of industrial disputes, settlement machinery, working conditions and welfare facilities. He concluded that low wages and bonus, poor working conditions and welfare facilities continue to be the most important factors responsible for industrial disputes.⁴

The Labour Investigation Committee had agreed with the observations of Sethu that “vast majority of industrialists in India still regard welfare work as a barren liability rather than a wise investment” and observed that on the whole, it may be stated that employers who take the most indifferent and nonchalant attitude towards welfare work and say that

no rest shelters are provided as the whole premises belong to the workers themselves, no latrines are provided because they are not likely to make use of such facilities and so on, constitute the majority.

S. Kannanpan (1958) in his study entitled “A Case Study of Labour-Management Relations in Indian Aluminum Works, Belure, West Bengal” analyzed matters such as trade unions, performance of works committee and the like. The article also analyzed the labour-management relation strategy in the study unit.

Ginzberg (1962) in his research study entitled “Man and His Work” pointed out that human resources are the key to economic development. However, they are being wasted through unemployment, disguised unemployment, obsolescence of skills, lack of work opportunities, poor personnel practices and the hurdles of adjusting to change. These resources account for a large part of the national output, and there exists wide scope for enhancing productivity through their proper development.

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P. Shrimali (1970) in his study entitled “Industrial Relations in Cotton Textile industries in Kanpur” analyzed the role of trade unions and industrial relations in the cotton textile industries in Kanpur.⁸

Srivastava (1976) in his study entitled “Conditions and Organizations of Work” concluded that the bureaucratic culture inhibits the normal development of the human personality, employees are deprived of opportunities to gratify higher order needs, autonomy, responsibility and status react negatively to work behave with indolence passively resistance to change and lack of responsibility.⁹

M.K Ganju (1978) in his study entitled “Industrial Relations in Paper Industry of Andhra Pradesh” analyzed the causes for industrial disputes and methods of settling them in the paper industry of Andhra Pradesh.¹⁰

Agarwal, (1980) in his study entitled “Labour Relations in India” stated that a policy of comprehensive social security and labour welfare would keep up industrial morale and efficiency and it is an indispensable means to production and productivity. He explained the various social security schemes operating in India and the difference between the schemes in India and abroad.

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Pramod Verma made a survey in 1981 on need based labour welfare. This survey was concerned with several facts of the workers’ perception and workers’ behaviour. The survey sought to enquire into the perception of the working class regarding employers and trade unions. It also attempted to review the actual living conditions of working class and social aspects of the workers. The final part of the survey related to the perceived needs of the workers.  

According to Belliappa (1982), in his study “Morale Building in Industry”, the most valuable asset available to an organization is human resources at its command. The harnessing of such resources to achieve the maximum results requires the existence of the highest policy morale. The greatest care needs to be taken in recruitment; plant reference courses and the formulation of sound management policies. According to him, the distribution of work should be done at all levels with a view to avoiding wastage both normal and abnormal. The overall objective to be kept in mind is the need for acquiring and sustaining knowledge oriented employees and managers, and it constitutes the crucial factor in the success or failure of an enterprise.

Smith Bernard and M. Thomas, W. Wickel in their study viewed that Indian industrial workers showed contradiction of belief in group based. The participative decision-making has little faith in the attitude of the managers for taking initiative and responsibility. There existed the high level of overall cynicism that ethics and morals would need to be compromised to accomplish a task. The promotional process also involves their cynical response.\(^\text{13}\)

S.L. Kumari in her study entitled “Altitude of Employers Towards Welfare Schemes in India Cements Limited” analysed the level of satisfaction of the workers regarding the welfare facilities provided to them.\(^\text{14}\)

Bhagoliwal, (1983)\(^\text{15}\) in his study entitled “Economics of Labour and Industrial Relations” explained the various hazards and types of insecurity confronting the workers. Firstly, there may be income insecurity and hazards arising out of it; such insecurity may exist owing to: (i) inadequate wages, (ii) faulty methods of wage payment, illegal deductions, faulty calculations, etc., (iii) lay-offs, dismissals and retrenchments. Secondly, there may be occupational insecurity which may occur due to: (i)

\(^{14}\) S.L. Kumari., Attitude of Employers towards Welfare Schemes in India Cements limited., 1993, p.22.
\(^{15}\) T.N. Bhagoliwal, Economics of Labour and Industrial Relations, Sahitya Bhawan, Agra. 1983, p.189.
occupational diseases, (ii) improper conditions of work, and (iii) industrial accidents. Thirdly, there may be natural insecurity owing to natural factors such as old age, invalidity and death of breadwinner, sickness and maternity.

Vijayaragavan (1984) in his study entitled “A Study of the Opinion of Workers towards Welfare Facilities on Rukmani Mills, Silaiman, Madurai”. Analysed the obstacles that hindered the implementation of welfare programmes and measured the general attitude of the workers to these programmes. Further it brought out the fact that implementation of welfare programmes is one of the important factors for higher productivity, reduction of absenteeism and better industrial relations.\textsuperscript{16}

Vaijeyanthi (1986) in her study entitled “A Study on Labour Welfare Measures in Madura Coats Limited” has studied labour welfare measures in the Madura Coats.

Madurai. She assessed the impact of labour welfare measures on the performance of the company.\textsuperscript{17}


\textsuperscript{17} B. Vaijeyanthi, \textit{A Study on labour welfare measures in Madura Coats Limited}, Madurai. 1986. p. 52.
Bhatia, (1986),\textsuperscript{18} in his study entitled “Administration of Workmen’s Compensation Law; A Socio-Legal Study” found that the greater the effect of the accident, the more pressing the need for help of a trained labour. There seems to be a immense need for providing free legal aid and financial advance to claimants under the Workmen’s Compensation Act. Also, he found that the quantum of compensation fixed by law did not appear to have been formulated with an eye to the future. There is a need for enhancement of compensation in this age of inflation.

Venkatachalam (1988)\textsuperscript{19} in his study entitled “E.S.I. (Amendment) Act 1989” brought out the source of the important features of the ESI Amendment Act of 1989. The amendments made to the Act and the proposed rates would bring a lot of hardship to the employees who are receiving substantially better benefits from their employers compared to the benefits offered under the ESI Act. He pointed out that the working of the ESI Corporation had come up against a lot of criticism, as the medical facilities provided by the Corporation were found far from adequate due to the poor management of the hospitals and dispensaries.

K. Saraswathi (1989) in her study entitled “Wages and Working Conditions of Employees in Cheran Transport Limited” attempted to study


the working conditions of employees in the Cheran Transport Corporation Limited, Coimbatore.\textsuperscript{20}

Goyal (1995)\textsuperscript{21} in his study entitled “Labour Welfare and Job Satisfaction in Cotton Textile Industry in Punjab” examined labour welfare and job satisfaction in the Cotton Textile Industry in the Punjab. The objective of the study was to find the relationship between labour welfare measures and job satisfaction. He concluded that there existed a positive relationship between various labour welfare measures and job satisfaction.

Vijayalakshmi (1995) in her study entitled “A Study on Working and Living Conditions of Labour in Fire Works Industry in Sivakasi” studied the working and living conditions of labour in the Fire Works Industry in Sivakasi. She stated that the required welfare measures are provided to the labourers working in the Fire Works Industry.\textsuperscript{22}

Raja Justus (2000) in his study entitled “Indian Human Capital in the Global Scenario - A Study” described human beings as a resource. Resource is defined as a source or possibility of help or means of raising money or support. Human beings may also be called an ‘asset’. Asset is defined as all sorts of belongings to a merchant or trade association. But

\textsuperscript{22} Vijayalakshmi., \textit{A study on working and living conditions of labour in fire works industry in Sivakasi}, unpublished Thesis, Madurai Kamaraj University, 1995, p.21.
humans are something more, which may be rightly called the ‘produced wealth which can be used productively for gain’. In this sense, human beings are considered as ‘Capital’.  

Clearly managers believe in high self motivation and low work avoidance are desired for establishing a participative HRM style and development of human resources for the company. This research has outlined several important aspects of fundamental managerial beliefs that can promote practices of participative HRM in an organization. These include perceptions that  

1. Managers should be aware of the importance of embracing positive beliefs about the nature of their subordinates, 
2. Managers need to make the organization humanistic and 
3. Managers must take the task of developing subordinates’ potential as one of their job responsibilities. These managerial beliefs are expected to lead to the establishment of a participative HRM style in the company.

S. Nehru (2001) in his study entitled “A Study on Industrial Relations in Co-operative Printing Presses in Tamil Nadu” analyzed the industrial relations in the printing presses in Tamil Nadu. The attitude and job satisfaction of workers in the co-operative printing presses and the factors influencing industrial relations were also analyzed.

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Arul Jothi (2002) in his study entitled “A Study on Personnel Policies of Integrated Enterprises (India) Limited Chennai, Tamil Nadu”, pointed out that it was important for any organization that the employees were not only capable of work, but were willing to work as well. This willingness is based largely on the Management’s ability to integrate the interests and needs of its employees with the objectives of the organization.

Thus personnel policy or policy on manpower management provides guidelines for a wide variety of employment relationships in the organization. These guidelines only identify the organizational intentions in recruiting, selecting, promoting, developing, compensating, motivating, supervising and otherwise leading and directing people in the working of the organization. Like the best of management policy personnel policies serve as a road map for all.25

K. Durai Raj (2002) in his study entitled “Industrial Relations in Tamil Nadu State Transport Undertakings - A Case Study” analyzed the industrial relations in seven chapters. He analyzed the attitude of workers to their job in the State Transport Undertaking in Tamil Nadu. He evaluated the role of trade unions in promoting industrial relations in Tamil Nadu State Transport Undertakings of Tirunelveli division. He also analyzed the opinion of workers on the employer-employee relations in the

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Tamil Nadu State Transport Undertaking, Tirunelveli division. He found that the opinion on industrial relations differ among drivers, conductors and technical staff. He stated that the age of the workers influenced their opinion levels on industrial relations. He also found that income and educational qualification of the workers influenced their opinion levels on industrial relations. He concluded that the number of years of experience of workers does not influence their opinion levels on industrial relations.26

Terry Wiremen in his study titled “Bench marking Best Practices - An Maintenance Management” analysed the good maintenance program. It is a role model so outmost care should be taken while selecting them. Also, selection requires an experienced set, which may not be present in the company. Other issues or challenges are the latest equipment, their availability, planning and scheduling practices. Another challenge understands what is calculated as part of maintenance labour. There can be a large difference in how different companies calculate manual labour, Again issues occur while adopting benchmarks for purchasing. Maintenance of management can bring a lot of benefits if organized properly.27

1.3. STATEMENT OF THE PROBLEM

There are some factors not directly related to economic matters, although some factors may be indirectly connected with them. One such factor is “indiscipline and violence” prevalent largely in work-places. Its importance as a cause of disputes has varied from time to time because such occurrences are unpredictable, and are not inherent in the on-going activities of industrial units. Underlying many of the disputes, including economic disputes, are political factors. Often an internal economic issue is externalized into a political issue at the state / national level. At other times, an external political development seeks the participation of labour through highlighting/linking of the internal issues with outside forces.

The prevailing atmosphere of labour unrest could be attributed to an utter disregard of certain norms of discipline by a section of trade unions and also by some employers. Such an industrial environment generates a climate of distrust, indiscipline and militancy affecting industrial production and employer- employee relations. The present study concentrates on the wage management and industrial relations in the Rubber Plantations in Tamil Nadu.
1.4. SCOPE OF THE STUDY

The present study is mainly confined to the industrial relations in the rubber plantations in the Kanyakumari district. The study focuses its attention on the industrial relations in the period of the minimum wage implementation and the period of implementation of the Central Wage Board’s recommendations. The negotiated settlements, the opinion of workers, the union leaders, and those of the employers are also considered in the present study. Further the role of the trade unions in the rubber plantations in the study area had also been analysed in this study.

1.5. OBJECTIVES OF THE STUDY

The study has the following objectives:

1. To study the industrial relations in the rubber plantations in the period of implementation of the Minimum Wage regulations.
2. To assess the labour management relations during the period of the Wage Board recommendations.
3. To analyse the various negotiated settlements which were meant to promote industrial relations.
4. To study the workers’ opinion regarding industrial relations in the rubber plantations.
5. To study the opinion of the trade union leaders regarding industrial relations in the rubber plantations.

6. To analyse the opinions of the employers or planters in regard to industrial relations and

7. To offer suggestions to improve the industrial relations in the rubber plantations.

1.6. HYPOTHESES

1. There exists no relationship between the real wages and poor industrial relations.

2. There exists no relationship between the income of the rubber plantation workers and good industrial relations and

3. Getting higher wages to the rubber plantations workers is not the main objective of the trade union.

1.7. METHODOLOGY

1.7.1. Framing of the Interview Schedule

The study involves the collection of data from both the primary and the secondary sources. The primary data have been collected from the selected sample respondents of workers, trade union leaders and the planters. For this purpose, three separate comprehensive interview schedules were prepared namely (1) for the workers (2) for the trade union
leaders and (3) for the planters. The schedule for the workers was designed
to collect data on the workers’ socio-economic background, their
perceptions and attitudes regarding the causes of the disputes, the mode of
settlement of the disputes, and the activities of the trade unions.

The interview schedule for the trade union leaders was designed to
elicit information regarding the views of the trade union leaders on the
reasons for the poor industrial relations in the rubber plantations industry
and about the activities of the trade union.

The interview schedule for the planters was designed to elicit
information regarding the view of the planters on the causes of disputes,
the settlement of disputed and the activities of the trade union. The
interview schedules were pre-tested with the workers and the management
personnel in one of the estates in each of the two categories. They were
revised and refrained in the light of the experience and the insights gained
after the conduct of pre-testing. Formats of the interview schedules used
for the workers, for the trade union leaders and for the planters are
presented in Appendix-I, Appendix-II and Appendix-III respectively.

1.7.2. Collection of Secondary Data

For the study related to wage particulars, payments of dearness
allowance, incentive payments, implementation of labour welfare
measures and the social security schemes that were adopted for the entire period of change in 58 years were collected from the records of the office of the Inspector of Plantations. Nagercoil Regional Office of the Rubber Board, Nagercoil and the offices of the trade unions and from the Kanyakumari District Planters’ Association (KDPA).

The particulars thus collected were also cross checked with the 47 statements arrived at between the planters and the workers during the period of the study. These settlements give a detailed account of the periodic demands of the unions and the responses of the planters on various issues and also the manner in which the settlements were concluded. A detailed analysis of the relations between the planters and the workers could be earned out with the help of these settlements.

1.7.3. Sampling Design

In the Kanyakumari district, there were 49 rubber estates owned by both the private and the government agencies. Out of these 49 estates only 12 private estates and six government estates were under the purview of the Plantation Labour Act, 1951. The other 31 rubber estates were smaller units in their size both in respect of their area and in the number of workers employed by them. The researcher had taken only the 18 estates for the
purpose of the study which were under the purview of the Plantations Labour Act, 1951.

1.7.4. Selection of the Sample Workers

Twenty pet cent of the total number of workers in the private and in the government rubber plantations which were under the purview of Plantations Labour Act, 1951 were selected at random by adopting lottery method for the purpose of the study. Thus the total number of workers selected for the study worked out to 582.

The researcher had taken all the 18 planters and the all 20 trade union leaders for the purpose of the study. There was no sample selection among the planters and the trade union leaders.

1.7.5. Period of the Study

The study covered a period of 48 years from 1952, the year in which the minimum wages was fixed and upto 1999, which included the period of the Wage Board Award and the period of the Negotiated Settlements between the planters and the workers.

1.7.6. Tools of Analysis

The statistical tools used for the present study are as follows:
1.7.6.1. Growth Analysis

Growth analysis is used to know the growth rates of Cost of Living Index, Money Wages and Real Wages in the rubber plantations.

Suppose A is the initial capital which one possesses and if g is the overall growth rate over a period of time than if we denote by P_n, the total amount at the n^th period then we have

\[ P_0 = A \]

\[ P_1 = A + \text{Amount grown in 1 period} \]

that is, \[ P_1 = A + Ag = A(1+g) \]

Similarly \[ P_2 = A(1+g) + A(1+g)g = A(1+g)(1+g) \]

\[ P_2 = A(1+g)^2 \]

Similarly \[ P_3 = A(1+g)^3 \]

\[ \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \]

\[ P_n = A(1+g)^n \]
If we denote $1 + g$ by, $b$ in general at time ‘$t$’. 

$$Pt = A b^t$$

So that this expression when expressed in logarithms assume the form

$$\log Pt - \log A = (\log b) t$$

that is of the form

$$Y = a + B t$$

$$B = \log b = \log (1+g)$$

Therefore $1 + g = \text{antilog } B$

$$g = \text{antilog } B - 1$$

1.7.6.2. Correlation Analysis

Correlation analysis is used to know the association between pairs of characteristics in each group. It is computed by

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{[\sum -(\sum x)^2] [\sum y^2 - (\sum y)^2]}}$$

and the significance is tested by the formula:

$$t = \frac{r\sqrt{n - 2}}{\sqrt{1 - r^2}}$$
1.7.6.3. Regression Analysis

In order to know the cause and effect of the different variables involved, different forms of multiple regression equations were fitted for each section and choice of the best was made on the basis of $R^2$ maximum and the proper signs and significance of the coefficients. The form of the equation used here is

$$Y = b_0 + b_1X_1 + b_2X_2 + \cdots + b_nX_n$$

Where,

$Y$ is the dependent variable and $X_1, X_2, \ldots, X_n$ are the set of independent variables. The estimation of coefficient was based on ordinary least squares (OLS). Standard SPSS 8 Package was used in the estimation.

1.7.6.4. Kendall’s Coefficient of Concordance

Kendall’s Coefficient of Concordance is used to assess the opinion of workers and trade union leaders. The formula used is

$$W = \frac{S}{(1/2)K^2(N^2 - N)}$$

Where,

$$S = \text{Sum of square of observed deviation from the mean } R_j$$

$$S = \sum (R_j - \bar{R}_j)^2$$
\[ K = \text{No. of sets of ranks (types of vehicle)}, \]
\[ N = \text{No. of entities ranked (problems)} \]
\[ \sum R_j = \text{Sum of ranks for each item}. \]

In the case of tied observations

\[ T = \frac{\sum (t^3 - t)}{12} \]
\[ W = \frac{S}{(1/2)K^2(N^3 - N) - K\sum T} = (K(N - 1))W \]

The significance is tested by

Chi-square - K (n-1) W with degrees of freedom = N - 1.

1.8. OPERATIONAL DEFINITION OF CONCEPTS

1.8.1. Worker Respondent

A worker respondent is an individual working in the Rubber Plantations selected by the researcher as sample.

1.8.2. Union Leader Respondent

A worker cum a leader of a trade union.

1.8.3. Collective Bargaining

Collective bargaining is a process through which disputes are settled by a combined effort.
1.8.4. Working environment

The environment created by the employer under which workers work.

1.8.5. Working condition

The condition under which workers work.

1.8.6. Promotion Policy

The policy adopted by the employer to move a worker from the present level to a higher new Level.

1.8.7. Job Security

Permanency in the employment of a worker.

1.8.8. Fringe Benefits

Monetary or Non-monetary benefits other than regular periodical salary provided to employees.

1.8.9. Welfare Measures

Benefits given to the workers as well as to their family members.
1.8.10. Subordinates

Workers working under a senior worker with administrative capacity and responsibility.

1.8.11. Dispute

Problems or disagreements between workers and management and among workers.

1.8.12. Settlement

Agreements or decisions arrived smoothly without any loss to either party.

1.8.13. Management

Personnel who manage the workers.

1.8.14. Trade union

It is an association of workers with or without affiliation to political parties recognised or not recognised by the management

1.9. LIMITATIONS OF THE STUDY

The rubber plantation industry could be broadly classified into the private rubber plantations and the Government sector rubber plantations.
The present study is restricted to the study of the plantations which come under the Plantation Labour Act, 1951 and located in the Kanyakumari District. It is to be noted that those estates having a minimum of five acres and employing a minimum of 15 workers along come under the provisions of the Plantation Labour Act, 1951, As such they study docs not cover the small estates. Since the data for the industrial disputes in the rules plantation India are not available. The research has not mention this detail in the III Chapter.

The researcher found wide variations in the form and the pattern of the statistical data in the records maintained by the selected sample units. There was also a clear noticeable unwillingness on the part of the managements in the selected sample units to provide sufficient and relevant information regarding the various aspects of labour-management relations. However, the researcher has made every possible attempt to find out the perception of the workers and that of the management on the various aspects of labour management relationship, in an objective manner, after clearly explaining to them the purpose of the study and after getting their cooperation by persuasive interrogations.
1.10. CHAPTER SCHEME

The present study entitled “Wage Management and Industrial Relations in the Rubber Plantations in Tamil Nadu” is presented in seven chapters.

The first chapter contains the statement of the problem, a review of the past, recent literature, the scope of the study, the objectives and hypotheses of the study, the limitations of the study, the methodology, the sampling design, the period of the study, the tools of analysis, limitations and chapter scheme.

The second chapter presents an overview of the structure of the rubber plantation industry.

The third chapter deals the industrial relations concept in detail.

The fourth chapter discusses the industrial relations in rubber plantation during the period of minimum wages.

The fifth chapter analysis the industrial relations during the period of Wage Board Award.

The sixth chapter highlights the opinions of planters workers and trade union leaders regarding the disputes in other plantation.

The seventh chapter contains the summary of findings, conclusion and suggestion.