6.1 SUMMARY AND CONCLUSION

INDUSTRIAL RELATIONS AND LABOUR UNREST

Trade Unions experts, employers, administrators and economists are well aware of the causes of unrest or conflict among the workers. It may be classified under the two main groups: (a) Economic, (b) Political. In other words, dissatisfaction with the past, insecurity in the present and apprehension of the future can be regarded as the root causes of the break down of the Industrial Relations.

Big reasons of labour’s annoyance are also the communication gap between the labour and management, the improper handling of labour disputes and political over-tones of the labour unions on the one hand and the management of the other. Industrial strikes, experience shows, have been mainly the result of disputes related to the hours of work, appointments, promotions, lay-offs, delays in implementation. Occasionally, even non-economic reasons have led to industrial disputes. Demands with political over-tones have also been the reason for industrial strikes. But in a poor country like India where wages are very low. For a poor labourer wages are everything. Often wages are fixed without any scientific and justifiable basis. In India, more than one-fourth of labour strikes have been due to differences about wage and bonus rate. Similarly, demands related to hours of work and holidays have also resulted in the industrial disputes. The management wants to take more and more of work and the workers want to indulge in the luxury or less and less of work. They want to increase the number of paid holidays whereas the management wants to keep it at the lowest levels. Illegal wage-cuts are also resented by the workers.

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Collective Bargaining in its widest sense covers all aspects of Industrial Relations—from settling demands for more wages and better working conditions to workers participation in management. It is a means to an end—the end being industrial harmony.

Collective bargaining can be a success only under certain conditions, viz. where Trade Union gets recognition by employer and such trade union representing workers and where a strong and representative trade union exists. Again,
collective bargaining can be conducted only on equal terms: worker’s representatives should derive their strength from the union and the workers and not from employers. Likewise, employer’s representatives should be those who are capable of taking decisions. If middle-level executives, who cannot take decisions, participate in negotiations, the system of Collective Bargaining becomes ineffective.

WORKERS PARTICIPATION IN MANAGEMENT (WPM)

Worker’s participation may be direct or indirect. Direct participation takes place when workers involve themselves in decisions relating to their immediate tasks. Participation becomes indirect when workers’ participation in managerial decisions takes place through their representatives. Whatever may be the participation to crown all in the interest of good industrial relations. It is also highly desirable to encourage WPM at different levels. A sense of belongingness, identity and genuine involvement has to be promoted and for this purpose workers must be made to participate in the management. Worker’s participation will not only promote industrial harmony but also help us in maximizing production. It will also minimize the scope of class-struggle and make the workers realize that they are as much a partner in the enterprise as anybody else however high and mighty he may be. If an enterprise can ensure genuine involvement of its workers in its management, it can certainly hope to promote industrial harmony.

INDUSTRIAL TRIBUNALS, LABOUR COURTS AND THE JUDICIARY

In post-independent India the Judiciary has to undertake the difficult and delicate task of facilitating and harmonizing Employee Employer relations.

In order to assess the role of the judiciary in Industrial Relations one has to perform the Herculean task of going through the decisions of the last forty years.

In India where arbitrators and conciliators deal with contractual aspect of private settlement. Adjudicatory functions are left to the care of Labour judiciary consisting of Industrial Tribunals and Labour Courts. Generally speaking these two bodies performing adjudicatory functions have all the trappings of a Court. They very closely resumable the court and perform judicial as distinguished from administrative, investigatory or inquisitorial functions.

WAGE STRUCTURE IN INDIA

Workers are no longer regarded as factors of production the price which has to be determined by the forces of demand and supply. The contract of
employment has lost much of its significance and participation of labour in the management of the industry has elevated them to the position of a partner. The productivity of labour, the bargaining capacity of the workers, legislative interference of the Government, rate of economic development, national income, cost of living, 
capacity of the industry to pay, requirements of social justice, employer’s consumption and investment, his degree of monopoly, etc. now influence the wage policy in a welfare state and developing country like India. Thus in a welfare state like India, wage determination is affected and controlled by varied factors.

It may be concluded that the concept of minimum wage is flexible and dynamic one. It changes with the space and time. What is today a fair wage may become the minimum wage tomorrow under the changed conditions of society in regard to price level of the essential commodities. Recent wage trends in industries appear to have bypassed all principles and the wage packet is loaded with numerous fringe benefits of novel types.

Only fixation and frequent revision of minimum wage is not enough, but its enforcement is more pivotal to harvest the earned yield and boost efficiency of labour. A well organised inspectorate staff of the government as well as effective public opinion is needed for cordial relations. They should act as a watch dog for the interest of the workers. In this regard a detail procedure for bringing complaints of infringement of minimum wage, provision to the notice of enforcing authorities without risk of detriment to the worker’s livelihood should also be provided for. The uniformity in minimum wages on national level is not practicable, as workers in some part might receive more minimum wages than that available in other parts. But just minimum wages be ensured.

**NO WORK NO WAGE**

Wages are paid for work done. They are infact paid for employment as a means of livelihood not only of the worker himself but his family also. The size or quantum of the same is dependent upon several economic, social and political factors. That is not to say that the wages and work has nothing to do with each other. Undoubtedly, there is a nexus between the two.

**SOCIAL SECURITY IN INDIA**

There is need of social security against common risks of life such as employment injury, occupational diseases, invalidity or disablement, ill-health or sickness, maternity or child birth, old age, burial or funeral, widow-hood, orphan-
hood, unemployment, etc. which lead to an interruption in their income and in their earning capacity. Without such security, an average citizen can never live or rather, die peacefully, because such risks are not only numerous but their incidence is also fairly high in a modern, complex society. A welfare state, which looks after the welfare, moral and intellectual of all its citizens regardless of their social class and economic status, therefore, give very high priority to the social security for its entire population.

In such a state, comprehensive social security schemes take care of persons from ‘womb to tomb’. 

In addition, some statistics of paid maternity leave, severance payments on premature termination of employment, numbers undergoing vocational rehabilitation, numbers in protected employment and jobs made available by employers for the disabled and handicapped are also part of the Government responsibility.

This is admitted fact that industrial revolution has attracted many other serious problems, because free, mobile men and women in modern societies pose complex and ever-changing problems for their managers and employers. Therefore, today’s industrial societies have developed a distinctive system of management based on the experience of over 300 years.

Changing scenario is a period of struggle between capital and labour. Good educations for children of employees, living standard of employees propels increased wages whereas employer desires maximum profit.

The basis of industrial relations is the jurisdiction of employer and employees which is now guided by industrial laws. These laws also guide the state.

The industrial law as a new concept opens the door for state regulation of employer-employee relations in industrial society. The legislative measures adopted in post-independence era in general and recent efforts like abolition of Bonded Labourers, equal pay, illegal lay off, retrenchment etc. have been controlled employer-employee relations in the interest of common good. This tendency adopted by the state in industrial society marks new dimensional change in traditional employer-employee relations. Thus with the advent of social service state, new realities have come to be felt by the state. The state has now come to realize the changes in circumstances since the days of full flowering of freedom of contract under laissez-faire principle. The following eight factors are responsible for changes
in employer-employee relations in India. They are as follows: firstly, labour is not a commodity, as understand earlier, secondly, the employer working in industry are not merely serving a private employer but they are also performing essential social service contributing towards national economy. Thirdly, under the law of contract and old common law of master and servant, there was no growth of industrialisation in modern sense; whereas at the present, due to new technological invention the distance is being reduced, the people are working at a single place raising complex industrial problems, fourthly, there is also difference of social philosophy between the old relation and new relation. In the former the individualist approach prevailed, whereas in the latter the collectivist approach prevails. Fifthly, previously the legal status of the trade unions was not fully accepted as a legal entity and there was no compulsion on the employer to recognise trade unions, competency to contract. Rather the trade union activities, even in furtherance of the genuine demands of workers, where held bad and workers unions were considered as illegal combinations. Collective bargaining was not a usual and acceptable feature for determination of employment conditions. However, at present, the trade unions, status has been statutorily recognised. They are given representative capacities, their activities are made immune from certain civil and criminal liabilities. Sixthly, the concepts of individual bargaining and individual contract have given way to collective bargaining and collective contract system. Seventhly, state cannot sit as a passive onlooker but now good role should be played for socio-economic objectives. Laissez-faire has to be irrevocably liquidated. Eighthly and lastly, the socio-economic justice in the field of industry make it clear that the function of the industry is not merely to serve the interest of entrepreneur of industrialist but is also to provide material services and goods to the society in general. These are the brad criteria which emphasis that

**industrial employment reflects present not only the individual's concern but also intimately concerns the state.** Industrial law has target of giving perfect justice to both parties.

Again prior to the advent of industrialisation and labour enactments the judiciary played a passive role in determination of employer-employee relations. It was interested in enforcing common law principle of master and servant and law of

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148 Sections 17 & 18 of the Trade Union Act, 1926.
149 G.M. Kothari, *Labour Law and Practice in India, 1 Ed. P. 1*.
contract. With the growth of industrialisation, development of trade unionism, increase in work force and emergence of social service state, the judiciary has come to realize its dynamic role in reshaping of social structure. Where judiciary has not done so the effect has been socially disastrous. The Indian judiciary is quite aware of its duties given by Constitution. The judiciary in India has been very much conscious of socio-economic development of the country, while adjudicating upon the employer-employee relations.

The summary and conclusion in broadly of the topic is given below. Here responsibility of both (capital and labour) is realised for harmonious industrial relations-

Both employer and employees can be responsible for adverse Industrial Relations.

Mostly employers are found guilty of illegal lockouts.

Employees are found guilty of declaring unjust strikes due to illegal demands. Lesser wages (less than minimum wages) were given by employers.

Unhygienic working conditions of employees resulted into Industrial Disputes. Improper bonus are given by employers.

Labour-cum-Conciliation officers are less interested in resolving industrial disputes quickly.

Much delay in justice by Labour Courts.

Lack of regular meetings of Employers and Employees to create faith.

Increasing number of foreign employees due to need of operation of imported machines.

If we focus on minute factors resulting adverse industrial relations, we come to the following observations which are four cornered pinpoints highlighting the summary and conclusion in detail by going in depth of all affecting factors on industrial relations of employer and employees. These are as follows-

1. The positive attitude of one party towards the issue demands the positive attitude of the others. For the effective conflict resolution and dispute handling, the following policies should be adopted:

   (i) In the settlement of differences between labour and management the best course is to prevent the differences at the stage of developing as disputes,
(ii) Even when the differences have developed into disputes, it is desirable to secure their settlement through negotiations between the two parties.

(iii) If it becomes imperative to secure the help of third party, it must be for the purpose of mediation and conciliation rather than for adjudication, and

(iv) If all attempts of conciliation fail, adjudication should be sought.

2. The industrial relations in India need to be tackled in a positive manner for which there cannot be any absolute answer or cut and dried solutions. Nevertheless, if tensions are to be removed, if confidence and understanding between the parties in the industry is to be regenerated. Organisations of workers and employers must grow, expand and function as cohesive strong, independent and responsible bodies. Because laws alone cannot establish good relation, will of both side is necessary to make healthy relations.

3. Employer shall have to leave the attitude of exploitation of employee and employees shall have to desert the will of grab because if one sustains, other maintains. Excess greed disturbs the relations.

4. Delay in the settlement of disputes is also damaging to industrial peace and productivity as litigation leads to bitterness. Therefore, the entire system of Industrial Relations needs to be revamped and put on a rational basis. Industrial Relations Policy must be founded on general consensus and good faith of unions, employers and others concerned with Industrial Relations. Disputes should be settled as early as possible.

5. There is lack of encouragement to the process from the official side. Collective Bargaining should be made significant progress in the country.

6. For proper Collective Bargaining, it is necessary for the state to provide a statutory machinery for recognition of a Collective Bargaining agent and make the settlements arrived at through such agents.

7. The principle of Collective Bargaining should be enforced effectively.
8. **The existing barriers to workers’ participation should be removed.**
   For this purpose there is a need for changes in the attitudes of both managements and workers because the schemes of worker’s participation are primarily a matter of attitude orientation.

9. There should be proper training and education of workers, effective communication in the form of information sharing, peaceful industrial relations, existence of single but strong union, timely implementation of the recommendations, government support, effective system of **collective bargaining, etc. for the success of workers’ participation in management.**

10. It must be tried by the concerned parties to minimize the duration of strikes and lockouts to assure minimum loss of production and wages. All the necessary changes and amendments should be incorporated in the labour laws to ensure industrial peace.

11. To ensure industrial peace all the labour legislations should be implemented as early as possible. Efforts have to be made and care should be taken to see that the implementation is sincere and honest.

12. Trade union should bring the problems encountered by the labour to the notice of the management and the government, and can also educate them about the need of legislation thus a trade union besides helping its members can also help the management, the state and the public by its role as a responsible and self-disciplined organisation.

13. As trade union control the destiny of the working classes are to be grow on healthier lines keeping in view the past achievement and failure. Trade Unions are to operate on many fronts, social, economic, political and civic and they should not feel content to fight only for wages, bonus or issues of like nature.

14. Furthermore trade unions are supposed to assume a catalytic role towards the creation of conditions conducive to the uplift and welfare of the workers.

15. There should be less no of Trade Unions because they fight with each other.

16. Trade union should be away from national politics.
17. A new responsibility before the trade unions has come that is to educate the workers, to train in new mode of production and thus to improve their performance. This will infuse a lot of confidence among the working class people and make them play their role effectively in the years to come. Furthermore, trade unions should also undertake the responsibility of initiating, promoting and getting the concept of ‘workers ownership and management’ implemented if we have to ensure industrial harmony and economic growth of the country in the twenty-first century.

18. Industrial peace and industrial harmony are the pre-requisites for the economic development of any nation. They assume greater significance in a developing economy like ours. In the perennial struggle between labour and capital, if strikes and lock-outs are indiscriminately resorted to, if the trade union do not engage in positive partnership and constructive co-operation, the nation’s economy would be jeopardized. Therefore union should play a just role.

19. There should be recognition of human rights in Industry- a recognition of the fact that ‘labour if no longer an article or a commodity of commerce’ which can be brought and disposed of at the whims of an employer, workers are human beings who should be treated as human beings.

20. It has to be emphasized that the need for good attitudes and practices is not confined to trade unions only. It should be tripartite in character. The change in the attitude, beliefs and practices should come from all round in the government, employees, management. All of them must have a relook at their traditional roles and value systems in order to face the challenges.

21. Trade unions should try to do some positive good to their members besides ventilating their grievance. Trade unions will gain greater popularity and support if they develop this constructive side of their work. In the event of strikes, sickness, disablement and unemployment, unions’ fund may be used for financing various benefit schemes.
22. Trade unions must be internally strong so as to be effective in protecting the worker’s economic interest; that is, it must have capacity to forge itself as an effective weapon against management militancy. Again it must be internally responsible so as to use economic power in a careful way, that is, it must be aware of the existing realities in terms of both opportunities for improving the living condition of its members and limitation. It must also be internally democratic so as to make real the worker’s rights.

23. For the successful working of the organisations, there should be strong, stable and well organised trade unions. The enlightened union leadership will strengthen the union management relations. The outside or political intervention controlled. The measures should be taken to limit the number of outsiders who can be office-bearers in the unions. Steps should also be taken to minimize the multiplicity of trade unions. An attempt should be made to establish one union in one plant as desired by the workers also. It will also strengthen the union management ties and solve the number of problems related to trade unions. The role of trade unions also needs complete reorientation. They have to switch over to welfare organisations, looking after all aspects of labour welfare, covering not only the monetary aspects but also social aspects such as education and training.

24. Mutual confidence should be developed between the capital and labour.

25. The trade union should be recognised by the employer of every industry in India.

26. Managements should also accepts the trade unions as part and parcel of the organisations, and avoid discriminatory role.

27. Fair and due compensation should be granted to the employees in need and without delay so that trust and affection may deepens in the heart of employees.

28. Insurance facility should be provided to every worker as social security.

29. Welfare activities of state insurance need to be considerably extended so as to cover workers of every factory, industry, mines, plants and
communication, etc. a definite minimum standard of welfare should be laid down, which has to be observed by all employers.

30. The wages should be given and on the other hand problem of management also must be seen by trade unions.

31. A wage policy cannot be conceived in a vacuum and to be meaningful, it must be framed with a proper income policy and a price policy.

32. The wages so fixed should be reasonable and would represent the higher minimum wages fixed by provision of the Act.

33. The Act of minimum wages should cover Agricultural Labourers and other unorganised labourers and there should be guarantee of effective implementation.

34. The violation of the provision of the Minimum Wage Act should be made punishable practically.

35. Living conditions of workers should witness the life with dignity as envisaged by Article 21 of the Constitution.

36. Bonus amount should be proper and should be awarded to the employees in time and with honesty.

37. Maternity benefit should be given to the women employees according to law and with moral vision towards women.

38. Gratuity amount should be given without delay.

39. The children must enjoy education as a fundamental right and it should be the Constitutional duty of the state to translate this right into a meaningful reality. Therefore, the parents should be prevented from sending their children to work and they should also be economically protected by the State. Therefore child labour against the provisions of Act of 1986 be prohibited and state and parents should send children to schools instead of factory.

40. Equal remuneration should be assured and given to employees standing on equal footings. The discrimination generates the fire in the feelings because economic disparity always results in blasts.

41. Establishment should be treated a temple by employees and not a mine or unending treasure. The objective of industrial laws is not to grant unlimited rights to the labour rather correlative duties also. Closure of one establishment results into closure of the doors of the houses of
labourers hence the relations depend on the civilized standard of both sides.

42. There should be a state level body comprising of representatives of government, trade unions and employers/managements, which should evaluate the working and implementation of labour welfare schemes, forms of workers’ participation, labour legislation and industrial relations policy and suggest suitable measures.

43. In deciding employer-employee relations in a dynamic way, the state should discharge its duty under Directive Principles of State Policy.

44. The state should regulate employer-employee-relations by fixing minimum wages to all establishments also. The minimum Wages Act should be made compulsorily applicable to agricultural labourers etc.

45. In modern welfare state the relation between employer and employees should not totally governed by the contract of employment but by statutory provisions.

46. **Government’s labour policies also affect the climate of Industrial Relations**

   Relations, for instance, the economic and industrial policy when the Government adopts, obvious repercussions on Industrial Relations takes place in the Country. Therefore the Govt. should also play a justful role in the welfare and peace of labour as well as management.

47. There should be proper and clearly mentioned rules and regulations in every unit, which govern the recruitment, training, absenteeism and promotion. The necessary changes as desired by the working class should be made in the existing procedures. Preference should be given to the local people where the unit is located. The personnel/industrial relations departments should be set up in the units separately to deal with all the matters concerning industrial relations.

48. The study also drawn attention to the fact that low wages and bonus, poor working conditions and welfare facilities continue to be the most important factors related to industrial disputes. Improvement in wages alone can neither satisfy the workers not cause work commitment among them the non-wage incentives should receive more attention. These includes dress materials, subsidized housing and canteens, family welfare, recreational activities, transport to and fro, health care
facilities, etc. would improve the financial conditions of the workers. Unless these incentives are provided no amount of other improvements will help in establishing harmonious relations between management and workers. These will also help to increase work commitment and thereby reduce absenteeism.

49. **The success of workers’ participation in management depends on the sincerity, openness and acceptance by both management and workers.**

Unless the two parties are convinced and cooperate, it is not possible to **make a success in workers’ participation.** The role and functions of the joint participative forums need complete reorientation. Their decisions should be implemented and these should be provided with more powers and areas to decide. These forums should not have only advisory and consultative role.

50. **The law of industrial relations has a peculiar task to perform.** Instead of deciding the rights and duties between individuals, between equals as is the case with the classical law, the industrial law has to strike a balance between the various social powers, which interact in the matter of production.

51. Industrial relations are also affected by other elements also such as inter-union rivalry, intra-union rivalry, state intervention, changing economic scene, growth of trade unionism, trends in wages, prices and productivity etc. Therefore there is need to understand the politics of self interest of any opposite union or a political leader or a government official.

52. **The availability of proper work environment is necessary so that the worker may adjust and adapt himself at work.** It is this environment which stimulates or depresses, improves or mars the relations between labour and management.

53. As we are aware, both employers and employee are essential or complementary to each other for industrial development, and therefore, their relationship should be on sound lines. An effective machinery is required in the field of Industrial Relations to analyse the past events, to cope with the present problems and to plan out the future activities both at the factory and the state levels.
54. To curb conflict, it has been suggested that strike should be legal. Here the remedy lies in having a continuous dialogue with the employees with a view to developing a stable bipartite relationship based on mutual recognition and understanding.

55. The system of industrial relations is based on mutual consultation for achieving common goals. Again as the industrial Relations are human problems, they need certain norms to be implemented. So the relationship between the capital and the labour should be regulated in a more practical manner.

56. The Industrial Relations is not a one-shot idealistic exercise. But an on-going continuum, continuously seeking better and better norms, standards and qualities. In a sense it is like the quest for truth which never-ending, but is on onward process. It also cannot be, under the guise of not being idealistic and pragmatic, made into an expediency exercise of avoidance of any conflict on any differences between and among all the human resources comprising the organisation individually and collectively. Therefore changing scenario of relations should be studied and the state, management and trade union should act accordingly.

57. Industrial relations are complex social relations between individuals and groups in industry which are conditioned by social, cultural, economic and political milieu within which a society. Functions. In other words the problems and issues involved in labour-management relations related not only in regard to wage protection or job security of individual workers but overlap the entire gamut of political and ideological processes which regulate other types of social relations. In brief FAITH is need on both sides.

Substantial factors resulting adverse industrial relations on part of employer-
1. Improper Lockouts for illegal demands.
2. Violation of Minimum Wages Act, 1948 by giving less wages.
3. Taking overtime work without proper wages.
4. Improper retrenchment.
5. Bad working conditions of Employees.

Substantial factors of adverse industrial relations on part of employees-
1) Illegal strikes for improper demands.

2) Misuse of powers by Trade Unions for any personal gains viz. grabbing money from the employer or at the instance of competitive employer.

3) Improper demands of Bonus.

4) Lack in discharging their duties in working hours.

Here some heading are necessary to study for releasing the cross effect of both (employer and employees) on their corresponding relations-

CHALLENGES FOR MANAGEMENT IN GLOBAL ERA-

To face competitive market Due regard to ethics.

Global challenges to be faced.

To use latest information technologies.

Foreign employees and their huge salaries in comparison with native employees.

Global tax payments.

Fear of theft, cheating in importation and exportation.

MANAGEMENT’S ROLE TOWARDS WORKFORCE (I.E. EMPLOYEES) AND TO STRENGTHEN THE PRODUCTION-

* Efficiency to be increased

* Quality to be increased

* Innovation, speed to be increased.

* Relations between capital and its employees be harmonious.
  - Problems of employees be considered and removed.
  - Faith of employees be winover.
  - There should be no unfair labour practice.

DIFFICULT TASKS AND SUCCESSFUL STEPS-

* Complex management atmosphere.

* Uncertainty of future prospectus.

* Labour unrest.

* Strikes & fiery incidents.

* Price hikes.

* Corruption in Govt. offices.

DISTURBANCE IN INDUSTRIAL RELATIONS-
May be result of:
  - Greed of employees.
  - Politically motivated Trade Unions.
  - Terrorism of global or native standard.
  - Colour, caste, religion conflicts.
  - Competition with black money investors.

6.2 **RECOMMENDATIONS**

These are the recommendation Broadly-

1. Fair wages should be given to the employees.
2. Illegal strikes should be curbed.
3. Unfair labour practice from employer and employees should be stopped.
4. Illegal lockouts should be restricted.
5. Employer and employees should be educated about their legal Rights and Duties.
6. Actions should be taken against politically motivated trade Union officials.
7. If industrial Disputes arises, negotiations should be the method.
8. There should be speedily disposal of cases in Courts.
9. Meeting of employer (i.e. Capital) and employees (i.e. labour) should be regular feature.
10. Foreign employees (experts) should be decreased and native employees should be trained to be expert.

Now for focusing on each and every factor affecting industrial relations, following headings are very necessary to study which are recommendations in details-

There are some measures which are very useful for bringing out the good result of harmonious industrial relations between the management and employees, if taken by both the counterparts viz. management and employees. Infact, like example of sound mind in sound body, both counterparts are necessary for each other. The welfare of one part depends upon the other. If management is working well according to its expectation and wisdom of the employees, the welfare of the employees is given due place. Likewise if employees are satisfied about their working conditions, then will support the management, hence mismanagement of one part affects the other adversely as a infections dieses.
After deep study, some valuable point are extracted as recommendations in detail which are golden steps if forwarded by both management and employees, can form best industrial relations between the two. Following are such valuable points supposed to be followed by both-

TRUE MANAGEMENT SHOULD HAVE WELFARE APPROACH- To give due care to the progress of the establishment as well as welfare of the employees, fair & justful steps should be taken.

MANAGEMENTS ROLE SHOULD BE IDEAL- Obeyance to laws, to keep away from unfair labour practices.

MANAGERS SHOULD HAVE PRIME OBJECT OF HUMANITY-To achieve the goal, human treatment with employees should be the object.

GOOD MANAGEMENT SHOULD CREATE GOOD INDUSTRIAL RELATIONS-By adopting fair and just methods, where there is no unlawful and in human behaviour.

MANAGER’S ROLE SHOULD BE BALANCED AND COMPLETE- To plan, to organise to lead and to control each unit establishment.

MANAGERS SHOULD IDENTIFY THEIR GOALS BEFORE PUTTING STEPS-Managers should be advance in planing. Before execution of any plan, the managers should foresee the consequences.

SYSTEMATIC STEPS LEADING TO ACHIEVE THE GOALS-There are the steps viz. decide the goal, course of action to be adopted, to use available resources, to win confidence of employees, lastly emergency steps to be thought in advance.

GOOD ATMOSPHERE OF INDUSTRIAL RELATIONS BE CREATED-By creating confidence and trust in employees co-operation and participation of employees be taken by the managers.

APPROACH OF MANAGERS SHOULD BE COOPERATIVE AND INVOLVEMENT OF OTHER COUNTERPART (I.E. EMPLOYEES)*- Expression of true facts before the employees.

* Submission of a fair plan.
* Clear vision of working.
* Expected role of employees.
* Listening of view of employees.
IDEAL LEADERSHIP LEADS TO SUCCESS-Leadership of management as well as employees requires personality, permeation and skill of good communication.

EMPLOYEES SINCERITY TOWARDS INDUSTRY CREATE FAITH- if employees are very sincere to their industry, the relations will become cordially.

EMPLOYEES SHOULD NOT USE THE STRIKE AS WEAPON – for every demand, if employees declare strike, it will disturb the relations.

REGULAR MEETINGS OF EMPLOYER AND EMPLOYEES CREATE CORRESPONDING FAITH- regular meeting of both will definitely decrease the distance.

NATIVE EMPLOYEES BE STRENGTHENED IN COMPARISON WITH FOREIGN EMPLOYEES- native employees be trained and respected and should be given good salary so that they can compete foreign employees in native country in this era of globalization.

6.3 FUTURE SCOPE

Research is a continuing process, because new problems take place due to global developments. Today, the cross impact is seen among countries. Competition among employers, inflection and foreign raw material, foreign cheap product, foreign technology and foreign workers are the affecting factors for creating new problems which may culminate in tense industrial relations therefore, research will continue in future also as per demand of the time. There is much scope of the probable steps necessary for harmonising the industrial relations. There is much need of satisfying the necessities of employees such as food, shatter, cloths, education of children, physical protection etc. which are awaiting steps to be covered. Also the economic support, physical protection, goods insurance, sale security etc. are the expected steps awaiting for the benefit of employers, therefore there is much scope of research for future.

The topic in hand has much importance in this Modern Era. All types of products are the attributes of industries. Industries are primarily means the institutions where employer and employees work together. If they have cordial relations naturally the result would be good product, low cost, good service to the customers, use of latest technology, attractions of investors and employment
opportunity for employees, lastly good service to the nation and humanity in this entire universe.

Recently the employees have adopted the path of strikes. This has to **force the employer to take interest in the internal politics of employee’s association**, so that the unity and strength of employees could be making weak and also tried to seize every opportunity in the self-interest. **The inclination of employee’s leaders** towards the political ideology was one of the factors which have also forced employees to take interest in the internal affairs of the associations. For this some employers have encouraged multi-unionism among the employees. Again the political system of India influenced the employer-employee relations. Two major and strong political party systems could not develop in India till now. Multi-party system in which one party comes with thumb majority in legislature and other parties come in too minority, has forced employees to make alignments with the political party in power. This attitude of employees forced some employers to adopt a strategy of rewards and punishments. Thus, the actual relationship existing between the employers and employees in India in based on the economic and political factors also.

Thus the topic gains much importance in the globalisation where there in extreme need of sweet industrial relations between employer and employees for the safety security and welfare of the both and overall development of the country.

‘**Industrial Relations**’ is a continuos phenomenon. Till industries are going on the two counterparts are definitely to be there viz employer and employees. Their mutual relations shall exist, so their correspondence behaviour will affect each other. Some clashes will occur and hence ultimately some agency will be needed to sort out. In future, method of dispute resolving may change, the labour laws may change, and their responsibilities may changes so the present topic has importance in future also.

### 6.4 LIMITATIONS OF RESEARCH WORK

The present research is limited up-to circumstance of India yet the references have been given of foreign countries also at most important and relevant areas. Recants and previous reports relating to the problem in hand have also been take. Also the existing provisions of various industrial legislations have been studied deeply to know the exact rights of employer and employees as envisaged by our parliament. In addition to it, judicial approaches towards various disputes have also been analysed. Lastly a deep look also focused on the already research work carried
out by various researchers on the topic in hand so that it could be known that what the earlier researcher came to the conclusion after analysing the problem.

In addition to these areas other factors also have been studied for instance, causative factors have been be studied affecting industrial relations on the basis of cause and effect theory. For determining the statutory limits of both employer and employees, various laws have been studies which regulates their Rights and Duties. Judicial Approach have also been studied to know their exact limits. Global impact has also been analyzed making sweet or sour Industrial Relations.

Yet there are many labour laws in India but here only those laws have been studied which demarcate the boarder-line of employer and employees as regarding their rights and duties. In other words the laws which regulate their industrial relations i.e. following laws have been studied-

1. The industrial Disputes Act, 1947 (Issues of Disputes and Procedure to resolve them).
2. The Trade Union Act, 1926 (To represent Labour, How a Union is formed, Registered, how represents the workers, union’s powers).
3. The Employees Compensation Act, 1923 (In case of accidents in Industries-liability of Employer to pay compensations in lieu of injury and occurring death.
4. The Employees State Insurance Act, 1948 (monthly deduction of an amount of wages and equal contribution of amount by Employer for risk cover of employees in case of accidents, disease and functioning of ESI Hospitals).
5. The Minimum Wages Act, 1948 (Minimum wages has been prescribed to be given by Employer)
6. The Payment of Wages Act, 1936 (to save the employees from illegal deductions from their wages on account of absence, fines, welfare funds, natural loss, loss of profit).
7. The Factories Act, 1948 (Hygienic working conditions in a factory such as Health, Residence, Play Ground, Library and Education of Minors, have been provided).
8. The Payment of Bonus Act, 1965 (a share of profit of Industry is given to its employees)
9. The Maternity Benefit Act, 1972 (Benefit of leave is given to females on account of abortion and delivery).
10. The Payment of Gratuity, 1972 (Employees are given reward in lieu of longevity of service discharged).

11. The Child Labour (Prohibition and Regulation) Act, 1986 (Child Labour has been prohibited to work in Industry).

12. The Equal Remuneration Act, 1976 (Equal Remuneration for Male and Female is prescribed).