Chapter 2

REVIEW OF STUDIES ON INDUSTRIAL RELATIONS

Industrial relations all over the world are undergoing structural changes and have acquired great significance in the present day context of liberalisation, globalisation and modernisation of the society. A good number of research works have been undertaken by different scholars invariably dealing with different aspects of industrial relations. A brief review of the major studies, which are particularly relevant for the present study, is attempted here.

In the present review, studies which are related to the concept, nature, importance and problems of industrial relations are considered first. Secondly, the nature and causes of industrial disputes are analysed. Thirdly, the role and involvement of the important actors such as employees, trade union leaders and management personnel are assessed. Fourthly, the studies on the working and methods of dispute settlement machinery are analysed. Comparative studies on industrial relations are assessed in the fifth section. Lastly, the studies regarding the steps for improving the industrial relations are reviewed.

2.1 Concept, Nature, Importance and Problems of Industrial Relations

A considerable number of studies have been made in the area of industrial relations, which explain the concept, nature, importance and
problems. Mohan Das has observed\(^1\) (1990) that industrial relations system is a process of interaction among all the human resources in the organised sector of activity, individually and collectively and with external environment. P.S. Rao and Narayana N.\(^2\) (1992) in their study have stated that labour-management co-operation means co-operation extended by the labour to the management and not vice versa. Further, co-operation may vary with regard to actors of industrial relations but not according to sectors. But Virmani\(^3\) (1995) has found that the industrial relations system is normally perceived as a system of rules and regulations which govern the relationship between the major parties, i.e. employers and employees.

With regard to the nature of industrial relations, Kannappan\(^4\) (1958) who focussed his study on understanding collective union-management relations at Indian Aluminium Works, Belur concluded that the relations existing in the unit were peaceful. Ramachandran Nair\(^5\) (1973) who conducted a study on Industrial Relations in Kerala pointed out that labour problems in

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Kerala were not so severe as the data on ‘mandays lost’ show. The study reveals that only 1.4 per cent to 7.7 per cent of the labour disputes led to work cessation and that the average duration of a strike was relatively short in Kerala. It also revealed that more mandays were lost due to concentration of work stoppage in a few industries employing labour force in bulk and participation of the entire work force in the industry in strike activities because of strong worker solidarity. M.K Singh\(^6\) (1982) who conducted a study on Industrial Relations in Maharashtra reveals that industrial relations in Maharashtra and in India are governed by economic, social and political forces. Government should play its role effectively while adopting human relations approach. Ashok K. Singh\(^7\) (1985) observes that the industrial relations in public sector are dominated by strikes, dharnas, lockouts, stoppage of work and agitations marked by violence and disorder which have affected production adversely. The study also points out that a large number of cases of Heavy Engineering Corporation were pending in different labour courts. The study concluded that management had failed in handling labour problems.

K. Balan Pillai\(^8\) (1986) revealed that industrial relations system in the cashew industry was very much influenced by the economic conditions of

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the industry as well as the organisational structure and experiments with Conciliation and Industrial Relations Committee. Gayathri Raghavan⁹ (1988) conducted a study on Industrial Relations in Indian Railways and Public Policy reveals that outside political leadership is in no way conducive to healthy industrial relations. There is no proper regulation for ensuring proportionate representation of all classes of labour, as well as to differentiate between recognised and unrecognised unions. The industrial relations in the Indian Railways are at present one of ‘uneasy truce’, mainly due to the inability of the negotiating and participatory bodies to settle differences of opinions amicably to the satisfaction of the parties concerned. A study on “The Trends and Issues of Industrial Relations - A Case Study of Bihar” conducted by Atmanand¹⁰ (1990) reveals that there exists a positive coefficient of correlation between industrial relations and mandays lost, denoting the fact that industrial relations are inversely related and industrial disputes inflict substantial amount of harm on the economy as a whole.

John Zechariah¹¹ (1991) reports that union-management relations are strained in India. Managements consider unions as a nuisance, while unions believe that managements are exploiters. There is lack of co-operation,

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compromise and competition in industries, which are essential for industrial peace and democracy. S.P Kanaga Anubuselvam\(^\text{12}\) (1992) has reported that industrial strikes are the outcome of the deteriorating and disturbed relationship between the management and the workers. The present labour unrest both in the public and the private sectors suggests that a proper approach has not been made to labour management relations. N. Namasivayam\(^\text{13}\) (1992) has found that the general trend of strikes in printing industries has decreased considerably. The study also reveals that all measures of strike exhibit a decreasing trend except the duration of strike. It clearly indicates that the workers’ involvement in dispute and strike activity declined in printing industries in the southern part of Tamil Nadu. P.C.Tiwari\(^\text{14}\) (1992) in his study concluded that the unsatisfactory labour relations and consequent adverse impact on the economy were not adequately captured by the data on mandays alone. Go slow, work to rule and other actions are also important, but difficult to quantify.

B. Gopal Singh\(^\text{15}\) (1992) carried out a study of a two wheeler automobile factory employing 2000 workers. The study reveals that management

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is reluctant to give details and figures. It is not due to working pressure, but due to the mismanagement, inter rivalry of trade unions, and to obtain benefits from Central and State Government posing as a sick factory and also to evade the taxes that the factory declared lockouts. Mathew George\(^{16}\) (1993) conducted a study on the “Impact of Trade Unionism on Industrial Relations in the Textile Mills of Kerala”. The study reveals that strike continues to be the chief form of industrial relation activity in the textile industry. S.P Pattnaik\(^{17}\) (1993) finds that multi-union plants are more prone to strike than single union plants. Kesar Singh Bhangoo \(^{18}\) (1995) who made a study on Industrial Relations in the Cotton Textile Industry of Punjab observed that attitudes of workers, trade union leaders and management personnel had an impact on the industrial relations system. S. Modi\(^{19}\) (1995) has found that managers perceived the presence of conflict as inevitable in maintaining a better union-management relationship. Workers believed that the conflict or token strike is essential for pressing their demand. Union leaders preferred a confrontational climate in securing a better deal for workers. It can be said that conflict is an inevitable part of the industrial relations climate and prevails uniformly in both private and public sector organisations.

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K.K. Jacob\(^{20}\) (2002) conducted a study on Industrial Relations in Public Sector in Kerala. The study reveals that the bargaining power of workers in the public sector is very high and they become members of unions with a view to getting adequate protection from the hands of the management. The study also revealed that the trade union leaders extended their support to the management for solving disputes and they favoured outside leadership. The study concluded that there exists a good industrial relations system in the public sector undertakings in Kerala. But, D.V. Giri and P.C. Das\(^{21}\) (2003) have found that trade unions in the organised sector are losing their importance and the future appears to be uncertain. The industrial relations practice in Orissa is at the crossroads and they conclude that this scenario of industrial relations in the State is not likely to change in the near future. The data for the study were collected from public, private and co-operative sector establishments.

Jyoti and A.S. Sidhu\(^{22}\) (2003) who conducted a study titled “Workers Participation in Strikes - A Study of Textile Workers in Punjab” reveal that threat and aggression of management are the most significant factor with maximum percentage of variance which restrains workers from going on strike.

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The tactics like threat of lockout, job loss and closure, fear of victimisation, aggressive attitude of management inhibit them from going on strike. The feeling of uneasiness in the minds of workers about their job security has adversely affected the workers’ participation in strikes in Punjab. The number of work stoppages in Punjab decreased from 47 in 1981 to 18 in 2000. The other factors include denial of basic rights and victimisation, solidarity and group reinforcement, unjustified and illegal actions, bleak chances of success and the managements’ counteraction. Ruddar Datt\(^23\) (2003) reveals that lockouts continue to plague industrial relations. He also cites 60 per cent of cases where lockouts continued for over 180 days. The causes of lockouts are not labour indiscipline and violence, but downsizing and labour redundancy, casualisation of workforce, increasing workload of workers, lean period of low production, inefficient management and inter family rivalry and inter union rivalry. The study finds that inter union helped the management to prolong lockouts, while adversely affecting the interests of workers.

K.R. Shyam Sundar\(^24\) (2003) finds that work stoppage became prominent in the public sector in the 1990’s. The share of public sector in the total workers involved and total workdays lost showed increase over the reform period (1991 to 2000). The majority of work stoppages arose due to non-


monetary issues. Jayan Jose Thomas\textsuperscript{25} (2003) who conducted an Econometric Analysis shows that, in Kerala’s factory sector, the occurrence of labour disputes and growth performance have moved independently of each other, that wage increases have been commensurate with productivity growth, and that wage increases have had little association with labour disputes. All these results fly in the face of the popular view about Kerala that its industrial slow down is caused by labour problems. Power and money issues have always dominated the causes of dispute, apart from discipline. N. Krishna Moorthy\textsuperscript{26} (2005) in his study observes that after the economic reforms introduced during the nineties, both the number of disputes and the number of workers involved in the disputes have come down gradually. But at the same time, the mandays lost due to strikes and lockouts showed an increasing trend in the same period. The study concluded that economic reforms have affected industrial relations in textile industry in Tamil Nadu, as there is a declining tendency in industrial disputes. The prevailing atmosphere of labour unrest could be attributed to total violation of certain norms of discipline by a section of trade unions and also by some employers.

G.C. Rath, D.V. Giri and S.C. Parida\textsuperscript{27} (1991) made a study on industrial relations trends in Orissa. The study reveals the following points:

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(i) The union membership in the organised sector is deteriorating, (ii) Lockouts significantly contribute to the mandays lost, (iii) The functioning of works committee is quite unsatisfactory, (iv) The employers and employees/unions are not serious about the effective functioning of the committees, (v) The Government has a significant role to play, as an actor, in the industrial relations system, both as a planner and an administrator, (vi) The role played by the Government in Orissa is almost insignificant, (vii) The role of Government in the unorganised sector appears to have been guided by political considerations rather than being an important third party, (viii) The role of Government in dispute settlement appears to be rather ineffective, and in some cases, political factors seem to have a significant bearing on the functioning of the state industrial relations machinery (since 1980’s).

Good industrial relations act as a prerequisite for the success of an industry. Some researches highlight the importance of industrial relations. Reeta Mathur\textsuperscript{28} (1985) states that sound industrial relations are conducive to improving production in all plants. N.K. Ojha\textsuperscript{29} (1992) has revealed that association of workers with the management of industrial enterprises has been increasingly realised as an effective means of ensuring industrial peace and optimising production and productivity. Sodhi\textsuperscript{30} (1994) finds that peaceful

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industrial relation is no more a sufficient condition, but a necessary one for growth in the new economic environment. S. Derry, Erwin P. and Iverson R.\textsuperscript{31} (1994) opined that a co-operative industrial relations climate had some positive effects on organisational commitment, but negative effects on union loyalty. R.A. Mittal\textsuperscript{32} (2001) has found that a closer communication of interests between the labour and the management would lead to a culture of high performance. For that, the workers should be fully informed about the company, including investment, size, the nature of its business, the products, the services, labour policies, and the profit or loss position, etc. Aparna Raj\textsuperscript{33} (2003) observes that the establishment of a sound or harmonious industrial relations system is a central theme for Governments, employers, workers and their representatives, in their endeavour to achieve economic and social development. Avinash Kumar\textsuperscript{34} (2004) has opined that worker-employer relationship can be used as a mechanism for protection of workers’ right, employers’ right, and prevention of industrial disputes and for the settlement of industrial disputes.

The field of industrial relations is not free from problems and difficulties. C.B. Kumar\textsuperscript{35} (1961) in his study has concluded that weak trade

\begin{itemize}
\item \textsuperscript{31} S. Derry Erwin P and Iverson R. ‘Predicting Organisational and Union Commitment: The Effect of Industrial Relations Climate’, \textit{British Journal of Industrial Relations}, Vol.32, 1994, pp 581-597.
\item \textsuperscript{33} Aparna Raj, \textit{Industrial Relations in India- Issues, Institutions and Outlook}, New Century Publications, New Delhi, 2003.
\item \textsuperscript{35} C.B. Kumar, \textit{The Development of Industrial Relations in India}, Orient Longmans, Bombay, 1961.
\end{itemize}
unions, poor collective bargaining, lack of cooperation at plant level and role of the Government are the main handicaps in industrial relations. Dinanath Dube\textsuperscript{36} (1971) reported that public sector entrepreneurs were facing enormous problems in the field of industrial relations owing to multiple unionism and union rivalry, litigation and unnecessary political interference. P.N. Krishna Pillai\textsuperscript{37} (1972) in his study revealed that weak and splintered trade unionism as well as lack of sophisticated personnel management in its wider aspects and management skills in general were the prime inhibiting factors in developing healthy industrial relations in the country.

2.2 Nature and Causes of Industrial Disputes

There are a number of studies conducted by scholars to explore the causes of industrial disputes. These studies reveal that the causes of disputes are multifarious and vary from industry to industry. Again, these studies describe low wages, bonus, allowances, personal matters, retrenchment, working conditions and political factors as the main reasons which lead to strikes and lockouts.

S. Ghosh\textsuperscript{38} (1966) reported that 35 to 40 per cent of the industrial disputes occurring in the manufacturing sector in India were due to the

\begin{itemize}
\item \textsuperscript{37} P.N. Krishna Pillai, \textit{Industrial Relations in Kerala}, Department of Sociology Publication, Thiruvananthapuram, 1992, p.184.
\item \textsuperscript{38} S. Ghosh, \textit{Indian Labour in the Face of Industrialisation}, New Age Publishers, Calcutta, 1966, p.70.
\end{itemize}
problems of wages and allowance. Dilip Ranade\textsuperscript{39} (1974) in his study “Impacts of Welfare Measures on Industrial Relations” revealed that improper implementation of welfare schemes adversely affected the industrial relations. There is a high positive correlation between wages and industrial relations. The study concluded that welfare activities had a positive impact on industrial relations. Verma, Pramod\textsuperscript{40} (1978) has identified that rising prices have significantly influenced strike activity in the country. M.L. Monga\textsuperscript{41} (1984) in his study opined that inadequate pay, rising prices and other economic benefits or pressures might be regarded as the major causes of industrial disputes in India. Behal\textsuperscript{42} (1985) in his study opined that the strikes in the plantation at the initial stage were due to the influence of economic causes, i.e. high cost of living. S.R. Gupta\textsuperscript{43} (1987) who conducted a study on Industrial Disputes Settlement Machinery stated that wages and bonus were the major issues of industrial disputes in Rajasthan. C.V.S. Rao\textsuperscript{44} (1989) conducted a study on Productivity, Technology and Industrial Relations in the Textile Industry. The study reveals that a sizeable number of disputes are related to wages and wage structure.

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\item \textsuperscript{40} Pramod Verma, ‘Industrial Conflicts in India-A Statistical Analysis’, \textit{Vikalpa}, Vol.3 (3) 1978, pp. 110-114.
\item \textsuperscript{41} M.L. Monga, \textit{Industrial Indiscipline: An Exploratory Survey of Its Correlates}, National Labour Institute, New Delhi, 1984.
\item \textsuperscript{44} C.V.S. Rao, ‘Productivity, Technology and Industrial Relations in the Textile Industry’, \textit{Indian Journal of Industrial Relations}, Vol.25 (2) 1989.
\end{itemize}
Abdul Gani\textsuperscript{45} (1990) conducted a study on Industrial Relations in Jammu and Kashmir. The study observes that emergence of wages and allowances as the key issue gives rise to the maximum number of conflicts. It suggests that economic environment existing in the State adversely affects the industrial relations. The other causes pertaining to working conditions, welfare measures, leave and hours of work, have been of relatively lesser importance in causing industrial disputes. M.S. Subramanian\textsuperscript{46} (1992) observed that the total annual earnings of factory workers, total employment in factories and wage share to value added are the important variables influencing strikes in Tamil Nadu. Nageshwar Sharma and S.P.Sah\textsuperscript{47} (1992) have found that the demand for increase in wages to meet enhanced cost of living was the main cause of strike. A flood of strikes swept through the country and some strikes were successful and some were unsuccessful.

N. Manonmoney\textsuperscript{48} (1992) points out that the factors responsible for strikes and lockouts in textile industry in Tamil Nadu (1969-89) are mainly economic, viz. (i) small sized firms (ii) demand for more wages (iii) inadequate supply of cotton (iv) rising input costs (v) demand recession in

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\item \textsuperscript{47} Nageshwar Sharma and S.P.Sah, ‘Strikes in India During War and Post War Period (1914 to 1922)’, \textit{The Indian Journal of Labour Economics}, Vol.35 (4), 1992.
\end{itemize}
mill sector (vi) severe power-cuts and short supplies of diesel and coal. Kameshwar Pandit and Anilkumar\textsuperscript{49} (1992) reveal that the majority of the disputes and mandays lost are due to issues like payment of bonus, wages and promotion policies.

Kesar Singh Bhangoo\textsuperscript{50} (1995) conducted a study on Industrial Relations in the Cotton Textile Industry of Punjab. The study concludes that wages, bonus and allowances and personnel matters were the main reasons behind the work stoppages in all Punjab as well as cotton textile industry. The study also finds that age, education, union participation, union identification, union affiliation, aspirations for promotion, desire to participate in decision making, wage satisfaction, monthly income, satisfaction with working conditions, welfare facilities and supervisory behaviour and place of origin of the workers were significantly related to their level of participation in strikes. K. Malaisamy\textsuperscript{51} (1999) who conducted a study on Conciliation in Settlement of Industrial Disputes reveals that economic factors are found to be one of the major causes for industrial disputes, whereas non-economic factors are found to be insignificant. K.K. Jacob\textsuperscript{52} (2002) in his study Industrial Relations in

\begin{thebibliography}{99}
\bibitem{50} Kesar Singh Bhangoo, \textit{Dynamics of Industrial Relations}, Deep and Deep Publications, New Delhi, 1995.
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Public Sector in Kerala observes that wages and bonus are the main causes of industrial disputes in the public sector units in the State. K.I. George\textsuperscript{53} (2002) conducted a study on the Problems of Readymade Garment Industry in Kerala. The study reveals that the labour relationship is more satisfactory in domestic units than in exporting units. Labour absenteeism, demand for higher wages and higher bonus are the major labour problems in the garment industry. The other problems in the garment industry include labour turnover, trade union militancy, labour strikes, etc.

The review of some research works revealed slight variations in the causes of disputes as against the studies reported earlier. They identified that non-economic factors also significantly related to industrial disputes. S.M. Pandey\textsuperscript{54} (1967) has reported that the inter-union rivalry has aided the spread of the trade union movement quantitatively in terms of the number of unions and their membership, it has weakened it qualitatively in terms of organisational and structural deficiencies. Industrial rivalry has been a potent cause of frequent industrial conflicts in Kanpur. Rajeshwar Bali\textsuperscript{55} (1967) observes that though salary is an important reason, it is not the only one for causing either satisfaction or dissatisfaction with the job. Older group of

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workers (above 35 years of age) showed greater ambivalence towards their job. It was least evident in the youngest group. Economic factors were a dominant reason for job satisfaction, yet it was not the only reason. The workers should also stress the other factors like the nature of the job and the atmosphere in the factory. K.M. Tripathi\(^5\) (1969) revealed that good personnel management and enlightened trade union leadership were responsible for cordial relations and multiplicity of unions, inter and intra union rivalries, indiscipline among union members, irresponsible union leaders and political domination in functioning of the unions were mainly responsible for unsatisfactory conditions of labour–management relations. R.C. Mahapatra\(^7\) (1977) in his study identifies multiplicity of trade unions, inter union and intra union rivalries, indiscipline among union members, irresponsible union leaders, hostility of management towards trade unions and absence of legalistic method to recognise unions as the causes of industrial disputes.

A.M. Sharma\(^8\) (1978) observed that political factors, job factors, aggressive employers and frustration of workers with the pattern of industrial relations are the causes of disputes. M.K. Singh\(^9\) (1982) carried out a study

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on industrial relations in Maharashtra reveals that pay, allowances and bonus issues were the main causes of dispute. The second and third major causes for industrial disputes were retrenchment and personal grievance and others respectively. The study concludes that failure of the Government machinery to play its role effectively and prominently is responsible to a larger extent for industrial unrest in the country.

P.P. Arya (1989) has found that economic factors were mainly responsible for the strikes. The study also finds that union recognition, reinstatement of the terminated employees, spread of Communist ideology, discriminative attitude of the management towards workers and intervention of outside political leaders in the affairs of the union were also responsible for creating unhealthy relations in the industry. Atmanand (1990) in his study “Trends and Issues of Industrial Relations-A Case Study of Bihar”, reveals that approximately one half of the total disputes in Bihar were due to wages and allowances. Nearly 44 per cent of disputes are related to non-implementation of statutory provisions of various legislations and tripartite settlement. The situation of the industrial relations in the State of Bihar is quite disquieting. N. Hanumantha Rao (1990) conducted a study on Industrial Relations in


Public Enterprises giving emphasis to coal industry. The study concludes that strike was the major reason for the heavy losses and the main causes of strikes were bad working conditions, accidents, wages, defective personnel policies, call of national unions and inadequate welfare policies. Jairekha Ranjan\(^63\) (1992) concludes that there are a number of causes which lead to strikes such as economic causes, i.e. wages, bonus issues, etc. Social causes like suspension, dismissal, political and ideological causes lead to inter and intra union rivalries. A.K. Huddar\(^64\) (1992), in his study “Strikes and Lockouts in Textile Mills” reveals that most of the strikes since 1926 were organised for economic cause without coordination between workers and management.

R.C. Singh and L. Sinha\(^65\) (1992) have found that strikes are caused not only due to economic causes but other causes and they are for shorter duration and non-essential services. The majority of the lockouts are the results of mismanagement, misappropriation of fund, diversion of capital, family feuds, failure to compete in the market and deep intra union rivalry. P.N. Krishna Pillai\(^66\) (1992) in his study concluded that one of the major causes for strike in industries in the country was the lack of statutory measures for recognition of

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unions and for resolution of jurisdictional disputes among the rival unions. It also reveals that (i) the industrial labour in Kerala is agitated and highly unionised and (ii) there is more successful collective bargaining in Kerala than other States. S.K. Patel and R.C. Talati\(^67\) (1992) observe that there are a large number of factors responsible for strikes and lockouts in India, such as low wages, bonus, hours of work, leave, work conditions, dismissal of workers, misbehaviour of the employers with the workers, defective recruitment system, dirty politics, ignorance and illiteracy of the workers, etc.

Radha Kamal Mukerjee\(^68\) (1992) summed up the causes of conflicts as dismissal of individual workers or retrenchment of group of workers or from broad questions of hours of work, wages, bonus, leave and other conditions of employment and, indeed, whenever any grievance gathers enough strength and unanimity to become a collectively felt need of workers. In periods of quick change associated with depression, rationalisation and employment, or rise in the general cost of living, disagreement is more widespread and acute. Assaults, abuses and misbehaviour also lead to strikes, though it is not unusual for the workers to fall back on a petty quarrel and humiliation as an excuse for respite from an intolerable situation. In the latter case, the background of working conditions is far more important than the immediate incident. A. Muralidhar Rao, G. Maddilety and Jaya Sheela\(^69\) (1992) observed that the causes


of strikes and lockouts in industrial sectors as lack of unity in trade unions among workers, low working conditions and outdated technology and overemployment.

Sarbeshwar P. Verma\textsuperscript{70} (1992) observes that the factors responsible for strikes are: (i) granting of recognition to a weaker union, while the stronger union’s rights are ignored, (ii) alleged discriminatory policies adopted by the management in matters like absorption of trainees, provision of quarters to workers and leave facilities, (iii) for reinstating the employees whose services had been terminated, (iv) demand for higher economic advantages such as wage revisions, D.A, introduction of incentive schemes and profit sharing, bonus and (v) attempt on the part of some leaders to spread the ideas of Communism. Rupa Mathur\textsuperscript{71} (2003) in her study on Industrial Relations in Private Sector in Haryana reveals that 80 per cent of the disputes ended within a short span of 10 days. The mandays lost due to lockouts were much more than the mandays lost due to strikes and there is a positive correlation between work stoppage and loss of wages. The study also reveals that more than 50 per cent of the cause of disputes arises from the reinstatement of terminated/suspended workers. Wages and allowances are another important cause of dispute. Further, the trade unions


and the management have been failing in their task to maintain a peaceful atmosphere and cordial industrial relations.

Ruddar Datt\textsuperscript{72} (2003) reveals that the causes of lockouts are not labour indiscipline and violence, but downsizing and labour redundancy, casualisation of workforce, increasing workload of workers, lean period of low production, inefficient management and inter family rivalry, inter union rivalry. The study also notes that inter union rivalry helped the management to prolong lockouts, which adversely affects the interests of workers. Arjinder Kaur and Parminder Kaur\textsuperscript{73} (2003) observed that most of the industrial disputes resulting in strikes and lockouts had been caused by non-economic, rather than economic, factors, viz. psychological, ideological and or/political.

\textbf{2.3 Role and Involvement of Trade Unions in Industrial Relations System}

Trade Unions play a vital role in modern industrial society. They are formed primarily to safeguard the common economic and social interests of workers at the work place, to protect their rights and for the well being of the working class. Workers join unions for protection from the management. K.N. Vaid\textsuperscript{74} (1965) who conducted a survey of Delhi textile workers revealed

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that workers joined unions mainly for social and political reasons and also for protection against the complicated rules and legislations at the work place. S. Ghosh\(^75\) (1966) observes that, in a competitive economy there is a continuous conflict between efficiency and security. Union–management should be cooperating with each other in order to achieve higher levels of efficiency and to put an end to this kind of conflict. Baldev R. Sharma\(^76\) (1971) who conducted a study in an automobile factory in Bombay about the involvement of workers and observes that workers are highly interested in unions. The study also finds that the workers are not actively involved in union activities. P. Chakraborty\(^77\) (1973) finds that a substantial portion of workers feel that the union is equally responsible along with the management for the closures/lockouts. The majority of the workers (90 per cent) favour one union in one unit. G.C. Gopala Pillai\(^78\) (1974) conducted a study titled “Industrial Strike Activities in Kerala”. The study reveals that employees’ decision to join a trade union is influenced more by economic factors than ideological considerations. Overinterference of political interest adversely affects the interests of the union and a separation is a must for a healthy industrial relations.


While analysing studies on multi unionism, some studies reveals that multiplicity of unions adversely affects the industrial relations, whereas some others reveal that management favours multi unionism for divide and rule. M. Sivaraman (1977) conducted a study titled “Impact of Multi-Unionism on Industrial Relations in Kerala” which reveals that multiplicity of unions has adversely affected the industrial peace situation prevailing in the industry. Multiple unions also differentiate between management and unions regarding their opinions. Baldev R. Sharma (1978) notes that most of the industrial workers not only consider the necessity of unions but also are favourably inclined towards them. The study also reveals that workers are in favour of the multiplicity of unions. The workers are often leaving one union and joining another - they are in a position to do so, because of the prevailing multiplicity of unions, which is encouraged by the competing interests of outside leaders, the existing labour legislation and the unenlightened attitudes and actions of certain managements. V.P. Michael (1979) has observed that about 62 per cent of the public sector units have multiple unions and many of the units are subjected to intra union rivalries. He adds that public sector enterprises are the most fertile grounds for the trade unions to flourish. But, Prasanneswari

81. V.P. Michael, Industrial Relations in India and Workers Involvement in Management, Himalaya Publishing House, Bombay, 1979, p.76.
(1984) in her study titled “Labour Relations in the Tea Plantations of West Bengal” revealed that multiplicity of unions had led to greater inter-union rivalry and the workers were caught in its vertex. Trade union leaders are generally non-workers. The gap between management and labour is rather wide. The workers’ participation in management has not found favour either with management or with the unions. The trade unions look upon the participative factor as an erosion of their own role and a threat to their power.

V. Rajendran Nair\textsuperscript{83} (1989) conducted a study on Industrial Relations and Multi-Unionism in the KSEB. The study reveals that multi-unionism has weakened the collective strength of the workers and helped the management of the Board and the Government. The existence of a large number of unions negatively affected the main purpose of the trade union and motivated ‘intra union’ and ‘inter union’ rivalries and ultimately undermined the collective bargaining strength of the workers. The study also reveals that overinterference of political interest resulted in splits among workers and motivated mutual spite and quarrels. The study concludes that labour-management relations existing in the KSEB are far from satisfactory. S. Sajeev\textsuperscript{84} (1994) in his study,

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\item \textsuperscript{83} V. Rajendran Nair, ‘Industrial Relations and Multi-Unionism in the Kerala State Electricity Board’, \textit{Ph. D. Thesis}, University of Kerala, Thiruvananthapuram, 1989.
\end{itemize}
“Trade Unionism in Kerala,” reveals that multiplicity of unions is harmful both to the organisations and to the healthy existence of trade unions. The study also reveals that trade unions in Kerala are affiliated too much on political basis.

T.N. Chhabra and R.K. Suri\textsuperscript{85} (2005) report that outside leaders dominate the trade union movement and they neglect the interests of workers. They solve the disputes on the basis of political considerations and are responsible for multiple unions which will kill the solidarity of workers and solidarity of trade union movement. Raveendran N.\textsuperscript{86} (1989) notes that the trade unions irrespective of their political affiliations were inclined to be friendly with the management as and when political parties through which they wielded power. P.P. Arya\textsuperscript{87} (1990) in his study, “Impact of Union Membership on Industrial Relations”, reveals that union structure significantly influences union membership which in turn influences the labour management relationship. The study also reveals that union membership is consistently higher in a single union structure plant and further single union structure is more conducive to inculcate healthy attitudes of union members towards management.


Mahalingam\textsuperscript{88} (1992), Mathur\textsuperscript{89} (1992) and Neogi\textsuperscript{90} (1992) have found that in the post liberalised era, unions have failed to fulfil the demands of the workers and to protect their interests. Proamod Verma\textsuperscript{91} (1992) who conducted a study on “Industrial Labour in India-An Empirical Approach”, reveals that employers do not have a negative view about the employees, but they do feel that the unions are politically inclined and their leadership is politically motivated, and they also have a feeling that the state intervention is not conducive to the development of harmonious industrial relations.

George Jose\textsuperscript{92} (1992) argues that protected struggles for wage increases are not frequent, as they are able to achieve their demands with the strength of the unions without resorting to strikes. Hence labourers join political and other strikes to express solidarity with their fellow men. Nipun Sharma\textsuperscript{93} (1992) has found that owing to the ever increasing enlightenment among the trade unions and their members, they are getting more and more conscious of their rights and privileges, due to which their expectations are likely to go up and up in the times to come. Therefore, there is greater probability of more

\textsuperscript{92} George Jose, \textit{Unionisation and Politicalisation of Peasants and Agricultural Labourers in India}, Commonwealth Publishers, New Delhi, 1992, p.146.
strikes and lockouts. Trade unions are also looking forward to going for ‘profit sharing’ ‘workers participation in management’, ‘labour co-partnership’, etc.

Some researchers have observed that workers’ participation in management and collective bargaining are directly related and this in turn influences the industrial relations. S. Pushpa\textsuperscript{94} (1993) conducted a study on “Workers Participation in Management in Kerala”. The study reveals that the majority of workers need trade unions because they feel that trade unions play a vital role and are very essential in an industry. The study also points out that the implementation of the scheme of workers’ participation in management will discourage strikes and encourage industrial harmony and peace in the industry. H.H. Gadwale\textsuperscript{95} (2004) in his study concluded that the reluctance on the part of the management had contributed to the failure of the concept of workers’ participation in management in India. Absence of strong trade unions and inter-union rivalry are considered as strong reasons for the slow growth of the concept. He also suggested that if adopted properly, it would result in enhanced production and productivity, increased profits, industrial harmony, besides economic development of the nation.

P. Prince Dhanaraj\textsuperscript{96} (2001) carried out a study titled “The Impact of Trade Unions, Employment and Technology on Wages-A Study of the Cotton

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Textile Mills in Madurai District”. The study reveals that splits within the unions and mushrooming of unions due to political and ideological diversities resulted in the lack of a strong and well organised trade union movement leading to a decline in genuine collective bargaining and industrial peace. The trade union membership and degree of unionisation had turned negative in the overall period. Narayan Prasad\textsuperscript{97} (2004) conducted a case study in Maruti Udyog Ltd. indicates that the weakening of the strength of unions and the future of collective bargaining is not very encouraging. The study also reveals that the bargaining position of union has been weakened. The study concludes that the labour-management relations show a deteriorating trend.

Singh and Mahanty\textsuperscript{98} (2001), note that in the post liberalised era, unions have failed to fulfil the demands of the workers and protect their interests. L.K. Deshpanda, Alakh N.Sharma, Anoop K. Karan, Sandeep P.Sarkar\textsuperscript{99} (2001) in a study reveal that larger firms are more unionised than smaller ones. D.V. Giri and P.C. Das\textsuperscript{100} (2003) have found that the strength of trade unions has been eroded and that of the managements is growing. A large number of independent unions have been formed in the unorganised sector in Orissa in


recent years. The number of mandays lost per lockout far exceeded the number of mandays lost per strike during 1991-2001. The economic causes accounted for most of the strikes, unfair labour practices by the workers and their unions were responsible for most of the lockouts. The study also reveals that the conciliation machinery in the State is not effective in settling disputes.

### 2.4 Dispute Settlement Machinery

The success of industrial relations in a country depends to a large extent, upon the existence of a well-defined and pre-determined industrial relation procedure and machinery for the redress. In India, a number of statutory and non-statutory machineries are functioning. Collective bargaining, conciliation, adjudication and arbitration are the most important among them. A review of the studies on these machineries is attempted at this juncture.

B.R. Patil⁴¹ (1976) emphasised the predominant role of collective bargaining in the resolution of industrial disputes. He felt that conciliation was an overshadowing end process of collective bargaining and a stimulant, besides being an extension of it. P.P Arya⁴² (1982) reported that a large majority of management personnel and trade union leaders were in favour of internal settlement of disputes through collective bargaining. None of them was in favour

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of adjudication as a method of solving industrial disputes. H.V.V. Chellappa and J.C. Jhuraney\textsuperscript{103} (1982) organised a study in a public sector unit which has been enjoying peace for the last 25 years. All disputes are settled bilaterally by the union and the management. A detailed study in this peace making unit reveals the following conclusions: (i) Management has a participative style of decision making. (ii) Unions are co-operative with the management for increasing productivity and targets. (iii) A number of measures are adopted by the unit such as works committee, union-management meetings-regular formal and informal meetings which served as crystallised and (iv) All disputes are settled bilaterally without any third party intervention. The study concludes that when management inspires the attitude of accepting the wage-earner as a fellow member of the same team, as a valuable partner in enterprise, as a prized resource of the hearth rather than as a commodity of the market place, then the first step is taken towards development of that quality of trust in relationships, in the absence of which collective relations will remain ephemeral, unpredictable and threatening.

B.P. Mathur\textsuperscript{104} (1999) opines that solutions imposed through adjudication or arbitration do considerable harm to the growth of harmonious relations between management and trade unions and need to be avoided. It is


felt that the bipartite forum for settlement of industrial disputes should be strengthened. Politicisation of trade union movement should be minimised. ‘One enterprise one union’ should be enforced for industrial peace.

S. Kannappan\textsuperscript{105} (1966) reports that there has been an increase in the number of bipartite settlement in India. E.A Ramaswamy\textsuperscript{106} (1985) points out that bilateral regulation is the most effective method of evolving norms which enjoy wide acceptance. Other methods of evolving norms and regulating conflict are invariably less effective.

Pradeep Kumar\textsuperscript{107} (1966) examines the “Working of the Conciliation Machinery in Rajasthan” and comes to the conclusion that it does not function as effectively as it should. The special features of conciliation vis-a-vis other settlement machinery are its flexibility, informality and simplicity. Lack of impartiality in operations and qualified conciliation officers, delay in conciliation proceedings, workload of conciliation officers, and involvement of the ruling party in a particular trade union organisation are the reasons for the ineffectiveness of the conciliation machinery in Rajasthan. Debi S. Saini\textsuperscript{108} (1991) refers to conciliation as “the invisible stage of adjudication”.


P.K. Srivastava\textsuperscript{109} (1966) in his study “Conciliation and Arbitration in Uttar Pradesh” concluded that the conciliation machinery, on the whole, failed to make any contribution in the sphere of industrial relations by lessening the number and severity of strikes and by providing adequate machinery for dispute settlement. The National Commission on Labour\textsuperscript{110} (1969) lists out a variety of reasons for the poor performance of conciliation. They are delays involved in conciliation, poorly skilled and trained officers, casual approaches adopted by the parties to disputes and excessive desire for adjudication of dispute.

A. Charles Myres\textsuperscript{111} (1970) points out that there has been an inadequacy of conciliation services in India, as most of the State labour ministries prefer to refer the case to adjudication. B.R. Patil\textsuperscript{112} (1974) who analysed the functioning of the conciliation machinery in Karnataka and its effectiveness in resolving industrial disputes concludes that conciliation is not effective. Trade unions feel that conciliation officers are partial to employers, there have been more settlements than failures (since 1969). The study also finds that many trade unionists and employers consider conciliation to be ineffective because of its recommendatory nature and poor performance of the conciliation officer.


\textsuperscript{110} Government of India Report of NCL, New Delhi, 1969.


Yajnik\textsuperscript{113} (1977) observed that the conciliation machinery set up in Gujarat had proved ineffective in its intervention and resolution of conflicts. The working of conciliation machinery was not unsatisfactory and largely ineffective. B.R. Patil\textsuperscript{114} (1977) notes that the success rate of conciliation is only 12 to 18 per cent. The conciliation machinery seems to be settling only 25 per cent of the disputes it receives or looks into. Monga\textsuperscript{115} (1978) points out that the functioning of industrial relations machinery in Haryana has not been encouraging. Only one-third of the cases referred to it have been resolved by the conciliation machinery and it has cleared one-sixth for adjudication.

P.D. Shenoy\textsuperscript{116} (1981) points out that there are four parties engaged in industrial relations, i.e. the owners, the management, the union and the worker. The success of conciliation machinery in Karnataka is mainly due to the cooperation by the managements and enlightened trade union leaders.

S.R. Gupta\textsuperscript{117} (1987) who conducted a study on “Industrial Disputes Settlement Machinery” concluded that the performance of conciliation

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machinery in Rajasthan was not satisfactory in settling industrial disputes. K.M. Sahoo\textsuperscript{118} (1988) in his study concludes that the settlement machinery in the State of Orissa is not performing its duty effectively as far as enforcement of various labour legislations is concerned. Voluntary efforts for resolution of disputes between labour and management have not been tried effectively. Conciliation as the first step in resolution of disputes has been a normal practice in the State. Conciliation machinery could not deliver the goods up to the expectations. Although adjudication machinery accepted a number of cases, a large number of cases were either dropped or fizzled out in the process of resolution of disputes. Mathew George\textsuperscript{119} (1993) conducted a study on the ‘Impact of Trade Unionism on Industrial Relations in the Textile Mills of Kerala.’ The study observes that as far as the dispute settlement machinery is concerned, conciliation and negotiation are the predominant forms used in the textile industry. V. Ambilikumar\textsuperscript{120} (1992) in his study “New Industrial Climate in Kerala” reveals that labour management relationship is most favourable in units without trade unions. The study also observed the overinterference of the misdirected politicians and this was one of the major reasons for failure of ‘conciliation’ as the settlement machinery.

Abdul Gani and Javid Iqbal\textsuperscript{121} (1996) revealed that the working of conciliation machinery in Jammu-Kashmir had been far from satisfactory, and had not been able to pave the way for establishing cordial relationship between the employers and employees. The study also concluded that both the employer and the employee representatives are, on the whole, dissatisfied with the working of the conciliation machinery. 14 per cent of the employee representatives and 34 per cent of the employer representatives were highly satisfied and 20 per cent and 30 per cent respectively of the same categories were moderately satisfied and 66 per cent and 36 per cent of respective representatives show a low degree of satisfaction. Both the employer and the employee representatives perceived that the foremost cause of the ineffectiveness of conciliation machinery was the ‘lack of interest’ and ‘casual attitude’ of the disputing parties. Other factors include partisan attitude of the conciliation officers, easy accessibility of adjudication, lack of faith of the disputants in the integrity of conciliation officers, etc. The conciliation officers reveal that the non-cooperation of the disputing parties is the main factor responsible for poor performance of the conciliation machinery.

K. Malaisamy\textsuperscript{122} (1999) who conducted a study on “Conciliation in Settlement of Industrial Disputes” reveals that the efficiency of the


conciliation machinery is found to be an average. The factors, viz. workload, nature of job, attitude of the employer, conciliation as a complex and thankless job, skill and professional tactics, syndrome of non-acceptance, non-acceptance of suggestions, non-co-operation of the disputants, constraints in the time duration and restraints in administrative processes are the important hindrances in dispute settlement. Inter union rivalries and negative perception of the employer towards conciliation is also reflected. Debi S. Saini\(^\text{123}\) (1992) concludes that the crux of industrial relations problems in India is the lack of trust between parties. The study also notes that the working of conciliation machinery is an important aspect of industrial relations, where State plays a major role in the processing of industrial disputes at various institutional levels.

Certain studies dealing with conciliation also suggest some changes for strengthening the machinery. M.L. Monga\(^\text{124}\) (1980) recommended that the conciliation machinery should be free from political or administrative interference. The machinery should be invested with adequate powers so that it is in a position “to force” the parties to arrive at an agreement that is binding on them. P. Nandakumar\(^\text{125}\) (1993) suggested that some radical revamping and reorientation of the conciliation machinery are required in order to play a


positive role in bringing about peace and harmony in industrial relations. The study concludes that the conciliation machinery is not functioning very effectively. The quantum of disputes settled has been less than 25 per cent, the ‘failure’ of settlement has been more common and the time limit imposed by law for settlement of disputes has not been adhered to.

Myres and Kannappan\textsuperscript{126} (1971) in their study have come to the conclusion that compulsory adjudication and extensive public regulation of labour management relations constitute the cornerstone of the Indian industrial relations system, though the Government places great importance on the development of stable bipartite relationships between labour and management. Kameshwar Pandit\textsuperscript{127} (2003) in his study reveals that the performance of the Adjudication Machinery is far from satisfactory. The percentage of disposal of disputes is very low and pendency of cases is very high. The system takes time to resolve the disputes due to heavy workload, large number of adjournments and the absence of Presiding Officers.

G. Ramanujame\textsuperscript{128} (1981), suggests that voluntary arbitration should be accepted as the alternative to strikes. Sajeev\textsuperscript{129} (1994) in his study, “Trade

\textsuperscript{126} Charles Myres and Subbaiah Kannappan \textit{Industrial Relations in India (Rev.ed)}, Asia Publishing House, Bombay, 1971, p.319.
Unionism in Kerala”, reveals that arbitration was accepted by the employers as one of the methods to settle industrial disputes. Giri (1960) in his study “Strikes - How to Avoid Them”, emphasised the need for minimal State intervention in industrial relations. But, K. Ramachandran Nair (1969) has in his study suggested that it is the duty of the State to create settlement machinery for the speedy settlement of industrial disputes. Munson and Nanda (1966) suggested that the legal framework had a direct influence on the union leaders and through them on trade unions. The influence came from the procedural component of the legal framework. V. Anjaneyulu (1969) dealt with the Gandhian concept of industrial relations. The perennial validity of peaceful and conciliatory approach of Gandhi to industrial relations has been highlighted. R.K. Aggarwal (1978) in his study suggested accommodative method, union-management cooperation and avoidance as methods of settling industrial disputes.

2.5 Comparative Studies on Industrial Relations

Some studies reveal that there is a wide difference in the industrial relations in the public and private sector. S.K. Khurana (1972) observes that

the private undertakings have relatively more stability of labour relations, while the public sector industry is still in the process of stabilisation. H.Pais\(^{136}\) (1985) noted considerable difference in the working conditions and industrial relations between the public and private sectors. Mathew George\(^{137}\) (1993) conducted a study on the “Impact of Trade Unionism on Industrial Relations in the Textile Mills of Kerala”. The study has observed that the work stoppage due to strike is high in the private sector and is equal both in the public and co-operative sectors. M.S. Subramanian\(^{138}\) (1992) in his study reveals that strikes are predominantly a private phenomenon and mandays lost due to strikes in private sector accounts for more than 75 per cent of total man days lost in the State of Tamil Nadu. K.M Sahoo\(^{139}\) (1992) observes that strikes and lockouts are more in number in private sector as compared with public sector. The study also reveals that about 64 per cent of disputes related to non-financial reasons and only 36 per cent related to financial reasons. Mamta Panda\(^{140}\) (2004) in her study on “Industrial Relations Environment and Work Culture in Public and Private Sector Organisations-A Case Study” reveals that the industrial

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relations system is largely governed by legal and administrative frame work, in both the organisations. The study also reveals that healthy industrial relations climate and friendly atmosphere prevail in the private organisation. Harmonious, cordial and informal relationship exists between management and the unions. The relationship between management and workmen is far from cordial. No unions have been able to acquire the status of a sole bargaining agent and the undue influence from local leaders makes the situation more complex. Rupa Mathur\textsuperscript{141} (2003) made a study on industrial relations in private sector in Haryana. The study reveals that the growth of private sector is seven times faster than that of public sector. The industrial relations in most of the units are unsatisfactory and have created great dissatisfaction among the majority of the employees. The study also points out that trade unions and the management have been failing in their task to maintain peaceful atmosphere and cordial industrial relations.

But some other studies found no significant difference between public and private sectors regarding the industrial relations climate. They also suggest certain points for better union management relations in the industry. Manoranjan Dhal and Kailash B.L. Srivastava\textsuperscript{142} (2003) evaluate the difference in union effectiveness and industrial relations climate between private and public


sectors in the manufacturing enterprises in Orissa. They also examine the effect of industrial relations climate on union effectiveness. The results show that union effectiveness and industrial relations climate do not differ between public and private sectors. The study concludes that (i) Union leaders and managers need to have close relations in order to develop a better industrial relations climate. (ii) Consultation of union by management was found to be better in private sector, compared with public sector organisations. (iii) Workers in the private and public sectors did not find any difference in the co-operation as well as confrontation between union and management and in both the sectors union had failed to meet the demand of members. (iv) Trade union leaders must seek cooperation and sharing of information with the management by leaving the path of confrontation for better union success. (v) Management should change their union avoidance attitude and cooperate with them by sharing information in order to have a better union management relationship. J.K. Parida and A.K. Barik\textsuperscript{143} (1992) observe that the frequencies and intensity of strikes and lockouts both in public and private sector have been gradually growing, causing considerable loss of mandays which affects industrial peace of the State. S. Bencigar Arachi\textsuperscript{144} (1994) made a study in cement industry by selecting samples from both public and private units. The study reveals that workers join


unions in the public units as a safeguard against victimisation and to achieve unity and strength. Workers join unions in the private sector to safeguard against victimisation. They do not join unions because of multiplicity of unions and unions run by politicians. The study concludes that the multiplicity of unions, dependence on outside leadership by unions and inter and intra-union rivalry are the causes of industrial disputes. If these causes are addressed, healthy industrial relations will prevent.

A few studies compare the perception of supervisory and non-supervisory personnel regarding industrial relations and another study compares the unionised industries with non-unionised industries. E. Ilamathian\textsuperscript{145} (1993) in his study, “Role of Organisational Culture and Organisational Commitment in Industrial Relations–A Study in Public Enterprise” reveals that there is a positive association of quality of work life with industrial relations. There is no difference of opinion among the supervisory and non-supervisory personnel with regard to the perception of organisational culture, organisational commitment and industrial relations. Bibhas Saha and Indranil Pan\textsuperscript{146} (1994) conducted a study by developing an econometric model using disputes data for 19 industries over seven years from 1980 to 1986. The study reveals that in more unionised industries, mandays lost from disputes are likely to be less


compared with less unionised industries. The study also reveals that there is a positive relationship between mandays lost and factory size and there is a negative relationship between degree of unionisation and mandays lost.

2.6 Steps for Improving Industrial Relations

Some researchers tried to elicit the variables /factors to be maintained for promoting industrial peace at workplace. Gurdeep Singh Batra and B.S. Bhatia\(^\text{147}\) (1992) have opined that healthy industrial relations can be promoted by creating mutual trust and confidence among all the parties concerned by facilitating ‘open’ communication, providing opportunities for full participation at different levels, fostering orientation towards others and willingness to voluntary sacrifice, developing feelings of sincerity, dedication and devotion to work. A sense of respect and equitable distribution of gains that accrue as a result of increase in productivity are other variables (factors) for promoting industrial peace. S. Subramanian and Rao K.S.\(^\text{148}\) (1997) observed that the involvement of employees in the administration of social security and welfare measures such as canteen committees, grievance committees, works committees, joint management councils, etc. had yielded a significant positive outcome in maintaining good industrial relations. H.L. Angel and Perry J.T.\(^\text{149}\) (1986) points out that industrial relations climate is strongly


associated with commitment of workers towards the trade union as well as the management. Again, Harinder Jeet Singh\textsuperscript{150} (1992) opined that industrial peace can be achieved only by effecting a change in the attitudes of employers and the trade union leaders. Moni Susan Thomas\textsuperscript{151} (1993) organised a study about FACT regarding the Role of Trade Union as a Factor in Political Socialisation. The study also reveals that industrial relations can be improved by playing the role of ‘actors’ effectively. The management and the unions have succeeded in settling industrial disputes by holding joint consultations. The study concludes that there is a positive change in the union-management relationship.

**CONCLUSION**

The foregoing reviews bring to light the gaps and deficiencies in this popular field of study. It is noted that many of the case studies may not fit in for generalisation, in view of the nature of the methodology adopted and many of the other studies are made on a uniform basis and hence useful only for once. Industrial relations present a complex and interdisciplinary one, involve an interplay of various types of factors and as such an intensive study often yields more results and gives better understanding of the forces acting upon the situation. This can then become the basis for setting objectives and design for the present study.


\textsuperscript{151} Moni Susan Thomas, ‘Trade Union as a Factor in Political Socialisation: A Study of its Role in FACT, Kerala,’ *Ph.D. Thesis*, University of Kerala, Thiruvananthapuram, 1993.