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## C H A P T E R - I

### THEORETICAL FRAME-WORK OF THE SUBJECT

#### INTRODUCTION:

The concept of industrial relations has become a part and parcel of management science after the emergence of factory system. Bethel, Atwater, Smith and Stackman hold that industrial relation is that part of management which is concerned with the manpower of the enterprise. Thus it is closely linked with personnel management. While the industrial relation is mainly concerned with employer-employee relationship. Personnel management mainly deals with executive policies and activities regarding the personnel aspects of the enterprise. Effective personnel policies facilitate healthy labour management relations which ultimately result in the effective and economic use of manpower employed in the industry. It is in this context that the concept of industrial relations receives widespread attention in the modern industrial age. As a matter of fact the process of industrial relations aims at ensuring the maximum involvement of workers for the achievement of the corporate objectives with a view to yielding maximum results and economic development<sup>1</sup>.

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1. Bethel, L.L., Atwater, F.J., Smith, G.H.E. and Stackman, H.H., Industrial Organisation & Management, Asia Publishing House, New Work, 1971, p.385.

In a developing economy like India, the harmonious Industrial Relations occupy a significant place in the process of economic development with the rapid expansion of industries in the underdeveloped country. The relations between the employers and employees are bound to get disturbed on various counts. Our objective of this study is to find out the different causes that might be held responsible for the disturbance of Industrial Relations, i.e., between the management and workers. We have chosen concern Menon & Menon Pvt.Ltd., Vikramnagar, Kolhapur, as a case study of Industrial Relations and suggest the measure for maintaining the industrial peace.

A) THE CONCEPT AND DEFINITION OF INDUSTRIAL RELATIONS:

A number of terms have been used to designate, the subject of people in an organisation or enterprise. For example - Industrial Relations has been used sometimes to refer to multi-lateral relations between employers and employees and government within the confines of a given enterprise. While some use the term Labour Relations to refer to collective bargaining, others use it to refer to grievance handling. Still others have tagged these subjects with such terms as labour management, employee management or relations, personnel management or personnel administration, human relations etc.

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such a variety of terms have ~~an~~ evolved because the subject of people or human factor in employment can be studied from a number of view points. However, the term 'Industrial Relations', appears to be much comprehensive<sup>2</sup>.

Broadly, the expression - Industrial Relations, is used to express the nature of relationship between the employer and employee in an industrial organisation. Prof. Dale Yoder defines the term as - the designation of a whole field of relationship that exist because of the necessary collaboration of men and women in the employment process of industry-<sup>3</sup>.

Prof. Dunlop adds a new dimension of inter relations - Industrial societies necessarily create industrial relations defined as the complex of inter relations among workers, Managers and government-<sup>4</sup>.

Generally the term Industrial Relations has thus been variously defined by different writers to suit their own needs and circumstances and the degree of industrialisation in each country. It is commonly used to denote - relations of all those associated in productive work including industry, agriculture, mining, commerce, finance, transport and other

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2. Dr. T. N. Bhagoliwala, Economics of Labour and Industrial Relations, 1981, Sahitya Bhawan, Agra, pp. 164-65.
  3. Dale Yoder, Personnel Management & Industrial Relations, Prentice Hall of India Pvt. Ltd., New Delhi, 1975, p. 5.
  4. T. Dunlop, Labour Economics, International Economics Association, London, 1964.

services. The main aspects are the establishment of the conditions under which the proceeds of the work are divided as dividends, employers, management and work people of various grades manual, clerical, and technical<sup>5</sup>.

Casselman's labour dictionary defines the term industrial relations, as the - the relations between employers and employees in industry. In the broad sense, the term also includes the relations between the various unions, between the State and the unions as well as those between the employers and the Government-<sup>6</sup>.

The term industrial relations has been described as - relationship between management and employees or among employees and their organisations, that characterise or grow out of employment-<sup>7</sup>.

It may be seen that the basic feature of the various concepts mentioned above, inspite of the differences in words, remains the same, viz. that industrial relations are chiefly relations between employers/management and workers/unions or between their respective organisations. In industrial relations, therefore, we seek to study how people get on together at

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5. Encyclopaedia Britannica, Vol. I, William Benton & Helen Hemingway, London/Manila/Tokyo, p.297.
6. Casselman's Labour Dictionary, London Cassel, 1953, p.197.
7. Dale Yoder, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi, 1975, pp.5-6.

their work, what difficulties arise between them, how their relations including wages and working conditions are regulated and what organisations are set-up for the protection of different interests. These relations include individual relations, i.e., relations between employers and work people at the plant level as well as collective relations, i.e. relations between employers or their organisations and trade unions at various levels ( i.e., at the levels of plant, region or industry and at the national level) and also the role of the state in regulating these relations.

Industrial relations are, therefore, a product of social and economic systems. They are not the cause but the effect of social, political and economic forces. As such industrial relations exist in a context, they are not discreet phenomena in society, they are by and large determinate results of the social, political and economic currents, rather than determining forces. To study these relations, it is necessary to study their context.

The term industrial relations, thus refers to - a set of relations arising out of the employee-employer relationship in the modern industrial society -, such as a relationship is, however, complex and multi-dimensional, occupational, political and legal levels.

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## B) CONDITIONS FOR GOOD INDUSTRIAL RELATIONS:

When in any industry or organisation, willing co-operation emanates from employees towards the achievement of organisational goals, there is said to be good industrial relations. Obviously, the problem of industrial relations is such that its solution depends on the historical development of industrialisation and national and cultural characteristics of a society. Therefore, every nation has to find its own solution for it. The field of industrial relations is thus one where readymade methods and solutions cannot be imported from other countries. Some fundamental principles that may be accepted as objectives of social policy as appointed out by the special committee of the Fourth Asian Regional Conference of the I.L.O. held in New Delhi, in 1957 are:-

First that good industrial relations depend on the ability of employer's organisation and trade unions to deal with their mutual problems freely, independently and with responsibility. Secondly, that collective bargaining is the cornerstone of good industrial relations through the distance of appropriate governmental agencies which might be necessary in public interest. Thirdly, that it is necessary to recognise the desirability of associating workers and employer's

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organisations with government agencies with the consideration of general, public, social and economic measures affecting industrial relations.

However, it is important to remember that actual relations are seldom governed by principles as these and each country seems to have its own unique system with its own biases and unresolved problems. Yet it is widely accepted that peaceful and harmonious industrial relations pre-suppose certain conditions, such as,

- i) laying down of fair labour standards by the state.
- ii) the desire of the employers/managements to bargain with their employees on the basis of equality.
- iii) the realisation and urge on the part of employers/managements for the promotion of their worker's welfare.
- iv) the genuine sympathy of the general public towards labour.

Thus the existence of strong independent, responsible and democratic trade unions and employer's organisations, the recognition of trade unions and the promotion of collective bargaining, the machinery for the peaceful settlement of industrial disputes, the existence of good human relations at the level of undertaking and the removal of discriminations

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of all types based on any ground including race, religion, nationality or language would go a long way to improve the pattern of industrial relations in a country. Besides, measures like recognition by the employer that the workers are a part of team working towards common objectives and an attitude on the part of the employees of delivering the goods, i.e., giving the money's worth that they receive, adoption of a policy which ensure an equitable share of the gains of increased productivity; introduction of a suitable system of employee's education and training at all levels and sufficient communication to keep the employees informed about decisions affecting their interests can also help every organisation to induce and build good industrial relations<sup>8</sup>.

#### C) SCOPE OF INDUSTRIAL RELATIONS:

Even though industrial relations is mainly concerned with employer-employee relations or workersmanagement relations, its scope cannot be limited to the latter alone. It also includes labour relations ( relations between workers themselves and various groups in the industry ), and public relations or community relations (relations between the industry and the society). Good industrial relations, not only maintain cordial

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8. Dr.T.N.Bhagoliwala, Economics of Labour and Industrial Relations, Sahitya Bhawan, Agra, 1981, pp.166-167.

atmosphere in the industry; but also facilitate production and industrial growth. They also safeguard the rights of the workers and the prestige and interest of the management.

A stable industrial relations system leads to:

- 1) Mutual acceptance of the legitimacy of each other's role and;
- 2) mutual perception of interdependence ( co-partnership in production and distribution).

Industrial relations is also the best weapon for ensuring individual development in the industry, provided it is properly utilised. It enables both management and workers to establish a link between each other, which ultimately paves the way for the manpower to adopt itself to the working environment. It creates a sense of belonging in the workers and a patronising responsibility in the management<sup>9</sup>.

Scott, Clothier and Spriegel observe, - Industrial relations is to attain the maximum individual development, desirable working relationship between employers and employees, and employees to employees, and effective moulding of human resources. They have also asserted that either industrial or

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9. Prof.V.P.Michael, Industrial Relations in India & Workers Involvement in Management, Himalaya Publishing House, Bombay, 1979, pp.3-5.

personnel administration could be conceived to be the term used to embrace the bigger, all inclusive function of relating man effectively to his environment.

D) OBJECTIVES OF INDUSTRIAL RELATIONS:

- 1) Establishing and maintaining good personal relations in the industry.
- 2) Ensuring manpower development.
- 3) Making a mutual link between the various persons connected with the industry, especially between the management and workers.
- 4) Creating a sense of belonging in the minds of the workers and a sense of patronising responsibility in the minds of the management.
- 5) Creating a mutual affection, respect and regard.
- 6) Stimulating production as well as industrial and economic development.
- 7) Maximising social welfare.
- 8) Providing ways and means for a healthy and effective government intervention in the management of the industrial sector.

The industrial relations cannot merely be confined to common labour management relations or employer-employee relations. It cannot be narrowed to the simple union management

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relations and employer-employee relations are synonymously used. However, Scott and associates have distinguished between labour relations and employee relations the former to present union management relationship ( labour management relationship ) and the latter to define all management employee relations, except the 'former'.<sup>10</sup>

E) FUNCTIONS OF INDUSTRIAL RELATIONS:

It is true that the primary functions of industrial relations is to establish cordial relations between the management and the workers. But it is not proper to limit; its multifarious functions only to the aspect. The functions of the industrial relations can include a number of important functions. They are:

- 1) To establish a pipeline between the workers and the management.
- 2) To bridge the gulf between the employers and the employees.
- 3) To establish a rapport between the managers and the managed.
- 4) To establish and maintain a cordial relation between the workers and their employers.

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10. Scott Walter Dill, Clothier, Rebort C. and Spriegel William R., Personnel Management, Practices and Point of view, Tata McGraw Hill Publishing Co.Ltd., New Delhi, 1977, p.195.

- 5) To ensure creative contribution of the trade unions.
- 6) To avoid industrial conflicts and to maintain harmonious relations which is inevitable for production efficiency.
- 7) To safeguard the interest of both workers and the management.
- 8) To establish and maintain industrial democracy.
- 9) To avoid unhealthy atmosphere in the industry especially strikes, lockouts, Gheraoes etc.
- 10) To raise the industrial productivity and to contribute to economic development of the country.
- 11) To ensure better workers participation and involvement in the production process.
- 12) To bring about government control over the industrial sense etc.

Thus good industrial relations can be an effective weapon in the hands of both industrial management and workers as well as in the hands of government. But the practice of industrial relations has become a formality in India. Many of the functions of industrial relations are seldom achieved, especially because of the limitations with regard to the practical application of the system<sup>11</sup>.

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11. V.P. Michale, Industrial Relations in India and Workers Involvement in Management, Himalaya Publishing House, Bombay, 1979, p.5.

F) SIGNIFICANCE OF INDUSTRIAL RELATIONS:

There are certain basic human needs which must be satisfied if it is intended that discontent amongst any class of the society leading to a group conflict may be eliminated. Of such needs, in the context of the members of an industrial society, the social needs occupy prominent place. It is how generally accepted that in every concern informal groups are formed and the rules and orders enforced therein affect not only the individual but also the group to which he belongs. The position of an individual worker and problem of conflict within the group must also be taken into account. This applies to the problem of discipline also. Industrial work, being group work, cannot be carried out without discipline. Industrial discipline is a serious problem, far where - the end is not accepted as necessary or desirable, where there is no common - aim between the discipliners and disciplined, discipline becomes a mere frustration of human purpose, status the development of human purpose, status the development of human personality and embiggers human relations, for it is then a denial of freedom to the individual.

Add to it the low status of the industrial workers in society. He is a person of no consequence. In modern society

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man's status depends to a large extent upon his economic position and not upon the importance of the work he does. Unfortunately, industrial workers in this country belong to the lowest economic stratum. Moreover, the workers depend for their livelihood and continued employment upon the employers/managements. So they have to be subservient to them which further detracts from their social status. Such a situation affects the development of sound industrial relations much adversely.

Of late, there has been a change in the concepts of industry, labour and industrial relations. Industry in present day society is neither viewed as a venture of employers alone nor profits is regarded as its sole objective. It is considered today as a venture based on the co-operation between various social classes and maximum social good is regarded as its ultimate end and management or labour contributes in its own way towards its success. It has been recognised that management without labour would be sterile and labour without management would be disorganised, ill equipped and ineffective. Therefore, industry today, while aiming at its social objectives has to serve the needs and protect the interest of various participating groups in the process of production. The concept of labour, also, at the present time, shows a marked difference from

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our notions about in the past. Today labour is no more an unorganised mass of ignorant and unconscious workers ready to obey the arbitrary and discretionary dictates of the managements. Employers now have to deal with them not only as individual but also as members of organised social groups or unions which have substantially added to their strength and consciousness. Moreover, it is increasingly realised how that the workers as individuals are human beings capable of holding responsibilities and extending co-operation towards the achievement of given objectives. Similarly, the very concept of industrial relations in recent years has itself undergone a considerable change. The objective of evolving and preserving healthy industrial relations today is not only to find out ways and means to solve conflicts or resolve differences but also to secure the unreserved co-operation of and goodwill amongst groups in industry with a view to divert their energies and interest towards useful and constructive channels.

It is thus evident that industrial harmony on any lasting basis may only be achieved by complete overhaul of the approach to the problem of industrial relations in modern industry. The true co-operation of different groups in industry may only be forth coming in a society based on the principles of social justice and equity where the main purpose of the industry is

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to serve society as a whole. The problem of industrial relations, therefore, is essentially a problem which may be solved effectively only by - developing in conflicting social groups a sense of mutual confidence, dependence and respect and at the same time encouraging them to come closer to each other for removing misunderstanding, if any, in a peaceful atmosphere and fostering industrial pursuits for mutual benefits and social progress.

Industrial relations thus play a vital role in the establishment and maintenance of industrial democracy. As observed by late Mr.V.V.Giri, such relations may be treated as those existing in the joint family system. May the mutuality of interest is greater here for the later is capable of dissolution and not so the former. Even if the members of the joint family are seperated, they can conduct their business individually, but that cannot be done in an industry. If they try to do so, the whole industrial structure would collapse. Hence, harmonious relations are much more essential here than in any other sphere.

In recent years the state has played an important part in regulating industrial relations in different countries, although state interference varies according to nation's political doctrine, traditions and economic and social conditions.

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State interference in any form, though it may have gone a long way in preventing serve exploitation of the working classes, has failed to harmonize industrial relations and group conflict of interest still continues<sup>12</sup>.

G) EVOLUATION OF INDUSTRIAL RELATIONS:

When the doctrine of laissez faire prevailed, workers were at a great disadvantage as they contracted themselves with their employers. They were exploited they received low wages and warked long hours in miserable physical conditions of work. The relationship between unequals inevitably resulted in the exploitation of the work by the strong. This exploitation sowed the seeds of dis-satisfaction and bred protest. Workers, therefore, got together and formed trade unions; they built up their organisations to mobilise their own power. In the sphere of collective relationship, trade unions emerged as organised bodies for the protection and furtherance of the workers interests, far the worker, individually, could not take up his own cause effectively with the employer, particularly in the context of the growing size of industrial unit.

As the industrial units grew large, their ownership was increasingly divorced from management, and a new managerial

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12. Hare, A.E.C., The First Principles of Industrial Relations, Sahity Bhawan, Agra, 1958, pp.46-47.

groups was interposed between the owners/employers and the rank and file of workers. Because of the wide variety of functions they performed, the managerial grew in number and became more and more specialised.

The other important aspect of development is the formation of employer's associations to safeguard and promote the interests of their members through collective action. Their influence on their members differs widely in different countries, different regions and among different industries.

The intrinsic inequalities of the contracting parties in the employment relationship have called forth intervention by a third party, i.e. the state, in favour of the weaker section to ensure fair treatment to all concerned. The major instrument with the government is legislation whereby norms to regulate the relationship between the two parties are specified and enforced through the apparatus created for the purpose. The government is promoted to influence the relationship between the employers/management and the workers and their trade unions, for it has the responsibility of meeting and satisfying the economic needs of the community. In the initial stages, the government preferred to resort to making provisions in enactments with a view to initiating changes. It associated

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with the other two parties in evolving norms which are backed by a moral sanction and yet play an important role in shaping the pattern of industrial relations.

The major influences in the field of industrial relations are, therefore, the workers and the management, the workers organisational, the employer's associations and governmental agencies. They play their roles, act and inter act and evolve a process whereby the rules to regulate employment relationships are formulated and administered<sup>13</sup>.

#### H) THE RISE AND GROWTH OF INDUSTRIAL RELATIONS:

In modern societies industrial tensions are one of the tangible manifestations of dis-agreements and conflicts of interests. Employers/managements and workers are constantly joining issue over such questions as a fair rate of pay, working conditions, the interpretation of contracts of employments or trade union privileges. These clashes are in themselves as old as mankind, but in their present day form, far from being the product of chance, they reflect a major development in society. Industrial conflicts in the broadest sense have always existed for example, the slave rising of antiquity but the circumstances in which they arose and were

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13. S.D. Puneekar, S.B. Deodhar, Mrs. Saraswathi Sankaram, Labour Welfare, Trade Union, Industrial Relations, Himalaya Publishing House, Bombay, 1978, pp.5.6.

resolved had nothing in common with those of modern disputes. One of the most significant things about the latter is that in society today it is not only the routine, every day relations between employers and workers, that are ordered and indeed, regulated in some detail, but also the exceptional relations arising out of disagreement, tension or loss of confidence between the parties, i.e., industrial disputes. This state of affairs marks an immense advance in the history of human relations and is no less significant because of the existence of certain lapses, which should rather be considered as exceptions, confirming the rule.

Evidently, therefore, the problem of industrial relations, as are understood it today, did not exist in the olden days when the system of industrial production was simple. Under the traditional system of production, which preceded the present industrial area, goods were produced on a small scale and for local markets mainly. The craftsmen combined in themselves the functions of entrepreneurs, financiers, managers and workers. The work was performed in the homes of the craftsmen with the aid of family members and a few journeyman and apprentices who were also treated as members of their own families. In this way the craftsmen were in direct and close touch with their aims and aspirations on the one hand and

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their requirements and difficulties on the other, under these conditions, the problem of industrial relations as such did not exist. It is therefore, the development of modern industries which has changed the entire complexion of production that has given rise to modern industrial societies and the problem of industrial relations.

The modern age is an area of mechanisation where in labour is divorced from the material means of production and dispossessed of its ownership. Industry today is a complex affair involving large scale production, huge investment of capital, employment of men and material in considerable number and size and use of complicated equipment. These factors have brought about distinct groups in industry with diverse interests, viz. share-holders, managements and workmen. Undoubtedly, the ultimate objective of industry is to serve social and economic needs but the immediate interests of these groups are so conflicting that often the latter are always attached greater weight. Thus the share-holders are interested not really in the service to the community but dividends, while the managements are interested more and more in profits and workmen in their wages and other benefits, monetary and non-monetary. It is this difference in approach to the industry which brings to the often in gigantic proportions the problems of industrial relations.

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The problem of industrial relations is thus essentially a product of large scale production which has made man subordinate to the machine. The latent abilities and virtues in workers who handle the machine which may be fruitfully used for the benefit of the society are rarely recognised by the employers/managements. The workers in modern industry thus become more or less mechanical, their main job being to feed the machines, further, owing to extensive specialisation, each employee in a concern performs only a minor operation in the whole process of production and, therefore, loses the sense of pride in and satisfaction from work which he used to have in the past when he perfected in the production of a complete commodity. There is, thus lack of initiative and interest in work and the employees feel greater frustration which spoils their attitude towards work, management and its policies and subsequently finds expression in industrial tensions.

The problem of industrial tensions is therefore, inherent in industrial society and it must find a solution for it. Since the solution of the problem depends upon the historical development of industrialisation and the national and cultural characteristics of a society, every industrial community has

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to find its own solution for such problems. The field of industrial relations is one where ready-made methods and solutions cannot be imported from outside. Each community must find and apply the principles relevant to its own circumstances that will enthrall men and social groups in the conduct of industry to willing co-operation and purposeful action<sup>14</sup>.

#### I) LIMITATIONS OF INDUSTRIAL RELATIONS IN INDIA:

It is true that industrial relations can play a number of functions and their scope and effects can be widespread and far-reaching. But a close observation of the individual relations scene in India prompts one to suspect that many of the healthy factors are strikingly lacking. Competition and class struggle are very common in the industrial relations scene here. Industrial gains are more valued than the collective gains or social good. Throwing light on this aspect Sethi observes, - The central values of our country's industrial relations system appear to be competition, class struggle and compromise. The key parties finding themselves in opposition endeavour to maximise their gains often at the cost of the other by making the best possible use of their relative strength and power. In a nutshell, employers and their managers

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14. Puneekar, S.D., Industrial Peace in India, Himalaya Publishing House, Bombay, 1978, pp.167-168.



by and large consider trade union and trade union leaders as - nuisance, or 'Hurdle, or at best - unavoidable nuisance or unavoidable nurdie. The trade unions on the other hand consider employers and their managers as - exploitor, 'obsecurantist'. Workers are misled by their trade union leaders, who make use of the collective strength of the trade union movements for their vested interest. Many of the trade unions have become organs of the political organisations, where ordinary worker members are compelled to blindly follow what their leaders ( political leaders ) pronounce. Collective bargaining proves to be ~~coercive~~ bargaining in many cases.

This does not mean that all the trade unions follow illegal or coercive methods and all the demands of the working class are unreasonable. There is a usual tendency among the managements that many of the just and unavoidable grievances of the working class are not redressed. Many people at the top look down on the workers with contempt, and they try to turn down even the just grievances of their workers. Thus the approaches of workers and the management create a wide gulf between them. Unless these differences are settled it is possible to establish a healthy industrial relations scene in India.

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The Labour Management Committee of the Asian Regional Conference of the I.L.O. has laid down certain fundamental principles as objectives of social policy in governing industrial relations, with a view to establishing harmonious labour management relations. The committee felt the need for a creative understanding between the human factors in the enterprise. According to them,

- 1) Good labour management relations depend on employers and trade unions being able to deal with their mutual problems freely, independently and responsibly.
- 2) The trade unions and employers and their organisations are desirous of resolving their problems through collective bargaining though in relæving such problems the assistance of appropriate government agencies might be necessary in public interest, collective bargaining, therefore, is the corner-stone of good relations and hence, the legislative framework of industrial relation should aid the maximum use of the process of mutual accommodation.
- 3) The worker's and employer's organisations should be desirous of associating with government agencies in consideration of general, public, social and economic measures affecting employer's and worker's

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relations. It cannot be ignored that the government makes certain possible efforts to establish an effective and universal labour management relations in India. The committee appointed under the Chairmanship of Mr. Ravindra Varma, Union Minister for Labour & Industrial Relations, Bill introduced in the Lok Sabha and referred to the Joint Committee of the two Houses on 31st August, 1978, are examples of Government's concern for a healthy industrial relations scene in India<sup>15</sup>.

However, growing evidences suggest that recent developments in the labour relations scene provide important lessons for the Indian Industry. The present trend in India is not an isolated development, since many European countries have already experienced it. The European model for labour management co-operation was established in Germany after world War II by a - Novel Legislation that installed labour representatives on supervisory board of steel and mining companies". The partnership thus established permitted relation planning to meet emerging economic threats and allowed companies to deal with problems of industrialisation. Although, it takes somewhat a different form in Germany, Italy, Britain, and so on; this change usually finds institutional expression in restructuring of organs of corporate control.

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15. Sethi, Krishna C., Workers Participation & Industrial Relations in India - Some Reflections, Decisions, Vol. 5, No. 3, Ram Centre, New Delhi, July 1978, p. 187.

Indian scene is still different from the practices of West. The advent of unionism in the industrial scene is in a way an event that came to the relief of the employees from the iron hands of the employers. The commodity theory of labour has vanished for good. However, as far as the effects are concerned, the misfortunes occurred are greater than its fortunate effects. The practice of labour movement gradually struck at the roots, and the managements started losing contact with the employees. The very stand of employee-management relationship seems to pass through the union. Trade unions and their politically motivated leaders find an advantage in this process and pour oil in the fire with a view to fishing in the muddy water. Prior to the introduction of national emergency in 1975 this trend reached its heights. Management as well as management thinkers have, therefore, strived hard to find out a panacea for this economic illness. It is doubtful whether the workers and the managements pay proper attention to even government policies of industrial relations<sup>16</sup>.

Dayal observes - ' It is becoming apparent that labour unions and employers have little confidence in governmental instruments of policy, leading to a higher level of labour management confrontation'. Eventhough this trend was suppressed

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16. George, S. Maisaac, What's Coming in Labour Relations, Harvard Business Review, Prentice Hall of India, New Delhi, September/October, 1977, p.22.

during emergency, after the restoration of democracy through the general elections in 1977 this trend has developed from bad to verse, resembling the industrial reactions scene in India soon after independence from British rule. Does history in India soon after independence from British rule, Does history repeat. In this context it would be proper to analyse the historical background of industrial relations in India<sup>17</sup>.

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17. Dayal Sahab, Wage Incomes and Industrial Relations in Modern India- An Evaluation of Selected Topics based on Theoretical and Emprical Implications, Indian Journal of Industrial Relations, Vol.13, No.3, Shri Ram Centre, New Delhi, January, 1978, p.305.