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04. December 2007

Online at <http://mpra.ub.uni-muenchen.de/6085/>

MPRA Paper No. 6085, posted 04. December 2007 / 11:27

LABOUR MANAGEMENT RELATION - A RADICAL DEAL FOR INDUSTRIAL PEACE

Dr. Adya Prasad Pandey*

ABSTRACT

In the rapid programme of industrial development of India, trade unions have come to occupy a critical position in the success of industrial relations in the country. Trade Unionism in India has been undergoing rapid changes due to socio-economic transformation. The term industrial relation or labour – management relation, refers to industry and relations, ‘industry’ means ‘any productive activity in which an individual is engaged’ and ‘relations’ means ‘the relations that exist in the industry between the employer and his workmen’. The concept of industrial relation is a developing and dynamic concept and does not limit itself merely to the complex of relations between the unions and management but also refers to the general web of relationship normally obtaining between employees. A web is much more complex than the simple concept of labour capital conflict.

According to the International Labour Organisation (ILO) “Industrial relations deals with either the relationship between the state, employers’ and workers organization or the relation between the occupational organization themselves.”

Modern industrialism has not been an unmixed but has created a yawning gulf between management and labour because of the absence of workers ownership of the means of production. Power is concentrated in the hands of a few entrepreneurs, while the majority has been relegated to the insignificant position of mere wage-earners. The workers have now come to realize that most of their demands can be satisfied if they resort to concerted and collective action; while the employers are aware of the fact that they can resist these demands. This denial or refusal to meet their genuine demands has often led to dissatisfaction on the part of the workers, to their distress, and even to violent activities on their part, which have hindered production and harmed both the workers and the employees.

In order to analyse the cause of labour – management relations we have to go into the various aspects related with industrial production and productivity. Hence in the present paper the researcher adopted the random sampling technique for the purpose and interviewed with the help of questionnaire. The whole universe has been classified into three groups, - viz. workers, executives and trade union leaders/office bearers of Bokaro Steel Plant. The research proposed to select nearly 160 workers, 70 executives and 70 trade union office bearers/leaders of Bokaro Steel Plant. Thus a total of 300 respondents in all were selected for study. The present study has been divided in IV parts Ist part is introductory whereas the IInd part deals with various segments of labour-management relations. The IIIrd part analyses the various aspects of the industrial relations concerning to trade unions on the basis of primary datas of Bokaro Steel Plant. The last part concludes the study.

Keywords: Labour Management, Industrial Peace, Radical Deal , Adya Prasad Pandey

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LABOUR MANAGEMENT RELATION - A RADICAL DEAL FOR INDUSTRIAL PEACE

Dr. Adya Prasad Pandey*

In the rapid programme of industrial development of India and with the implementation of new economic policy, trade unions have come to occupy a critical position in the success of industrial relations in the country. The Trade Unionism in India has been undergoing rapid changes due to socio-economic transformation also. It is an important instrument to promote class collaboration and harmony. This they are found as an instrument of solving social economic, political and psychological problems of large scale industry, machine, technology and mass production. Trade unions can reshape the relationship between the employers and employees in order to maintain an atmosphere of industrial peace and harmony.

The term industrial relation or labour – management relation, refers to industry and relations, ‘industry’ means ‘any productive activity in which an individual is engaged’ and ‘relations’ means ‘the relations that exist in the industry between the employer and his workmen’. The concept of industrial relation is a developing and dynamic concept and does not limit itself merely to the complex of relations between the unions and management but also refers to the general web of relationship normally obtaining between employees. A web is much more complex than the simple concept of labour capital conflict.

According to the International Labour Organisation (ILO) “Industrial relations deals with either the relationship between the state, employers' and workers organization or the relation between the occupational organization themselves.”

The present study has been divided in four parts - Ist part is introductory where as second part deals with various segments of labour management relations. The IIIrd part analyses the various aspects of the labour management and trade unions on the basis of primary datas of Bokaro Steel Plant. The last part is concluding part.

IMPORTANCE OF LABOUR – MANAGEMENT RELATIONS

The good relation between employers and employees is a basis for the development of industrial democracy. The increase in productivity and prosperity of the country is the result of industrial peace and harmony. Agarwal (1982) reported “Industrial harmony is

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inextricably linked with economic progress of the country. Industrial harmony brings about greater cooperation between workers and management which ultimately results in better production that leads to the economic progress and prosperity of the country.

The Report of National Commission on Labour (1995) envisaged “A quest for industrial harmony is indispensable when a country plans to make economic progress is bound up with industrial harmony inevitably leads to more cooperation between employer and employees, which result in more productivity and thereby contributes in all round prosperity of the country.

According to our former President Shri V.V. Giri “It is an essential condition to maintain mutual trust and confidence between employer and employee to obtain the goal of rapid economic development and social justice’. Therefore, the healthy and good industrial relations is a vital necessity.

OBJECTIVES OF LABOUR – MANAGEMENT RELATIONS

The primary objective of labour-management relations is to bring about good and healthy relation between the two partners in industry – labour and management.

According to Kirdadlay “The state of industrial relations in a country is intimately connected with the form of its political government and the objectives of an industrial organization may change from economic to political ends.” He divides these objectives into four :

- (a) improving the economic condition of workers in the existing state of industrial management and political government,
- (b) control by the state over industries to regulate production and industrial relations,
- (c) socialization or nationalization of industries by making the state itself an employee, and
- (d) vesting the proprietorship of industries in the workers.

The other objectives of the industrial relationship are :

- (1) To safeguard the interests of labour as well as of management by securing the highest level of mutual understanding and goodwill between all sections in industry which take part in the process of production.
- (2) To avoid industrial conflicts and develop harmonious relations, which are essential for the productive efficiency of workers and the industrial progress of the country.

- (3) To raise productivity to a higher level in an era of full employment by reducing the tendency to higher and frequent absenteeism.
- (4) To establish and maintain industrial democracy based on labour partnership, not only for the purpose of sharing the gains of organization but also participating in management decisions that the individuals' personality may be fully developed and he may grow into a civilized citizen of the country.
- (5) To bring down strikes, lockouts, and gherous by proving better and reasonable wages and fringe benefits to the workers and improved living conditions.

Therefore, the maintenance of a good human relationship is the main theme of industrial relation, because in its absence the whole office of the organizational structure may crumble. Employees constitute the most valuable assets of any organization. Any neglect of the important factor is likely to result in increased cost of production in term of wage and salaries, benefits and services; working conditions, increased labour turn-over, absenteeism, indiscipline and cleavages, strikes and transfer on the ground of discontent and the like, besides deterioration in the quality of the goods produced and stained relations between labour and management.

GENESIS OF INDUSTRIAL CONTRIBUTES

Modern industrialism has not been an unmixed but has created a yawning gulf between management and labour because of the absence of workers ownership of the means of production. Power is concentrated in the hands of a few entrepreneurs, while the majority has been relegated to the insignificant position of merge wage-earners. The workers have now come to realize that most of their demands can be satisfied if they resort to concerted and collective action; while the employers are aware of the fact that they can resist these demands. This denial or refusal to meet their genuine demands has often led to dissatisfaction on the part of the workers, to their distress, and even to violent activities on their part, which have hindered production and harmed both the workers and the employees.

In order to analyse the cause of labour – management relations we have to go into the various aspects related with industrial production and productivity. Hence in the present paper the researcher adopted the random sampling technique for the purpose and interviewed with the help of questionnaire. The whole universe has been classified into three groups, - viz. workers, executives and trade union leaders/office bearers of Bokaro Steel Plant. The research proposed to select nearly 160 workers, 70 executives and 70 trade union office bearers/leaders. Thus a total of 300 respondents in all were selected for study.

LABOUR – MANAGEMENT RELATION AT BAKARO STEEL PLANT

A passive and subdued work-force is not a sign of good relations. An alive work-force with a healthy attitude to work can along be a good partner for stable relations. A responsible and reasonable management with that slight over-tone of liberality which distinguishes slight not thinking from compulsory fair play would be the desire of the work-force. The motive of each part is clear, management would like to develop stable relations with a view to getting a disciplined and conscientious work-force for more productivity. The work-force expects liberal thinking by management and more humans approach to its needs by giving stable relations. Stable relationship is, therefore, a means to an end and not an end in itself.

There are, however, two other parties involved in industrial relations. They are Trade Unions and Government. Trade Unions may look upon relations as an impediment to agitation. Trade Unions having internal leadership may not fall under this group. These unions may prefer to have stability and hereby obtain for the work-force more benefits. Trade Unions having outside leadership, however, may dislike stability, since it reduces their operational facility. Survival of leadership often depends on the new slogan given to workers and the outcome of demands raised on their behalf.

The fourth party, namely Government, would like stable relations to prevail between management and labour from area to area and industry to industry for better production and for covering law and order.

In pursuance of the concept of model employer, the Bokaro Steel Plant (BSL) management has been from the very beginning making endeavours to promote harmonious industrial relations and to create conditions which would engender in the minds of the employees a feeling of being an integral and important part of the enterprise contributing to its success and participating in its achievements. Recognition was conferred upon the Bokaro Steel Wokers Union as early as in 1965. Although the BSL was not covered by the recommendation of the Iron and Steel Wage Board, yet the management voluntarily introduced the wage structure as recommended by the Board. Again in November 69 when the bi-partite wage negotiation committee was farmed, the BSL was not a party to it, yet the management *suo-moto* extended the interim-relief of Rs. 33/- to the workmen. Further, in terms of the agreement finally arrived at, the total benefit of Rs. 67/- was extended to the workmen. A well knit grievance procedure was also introduced which provided participation by the workers in the processing of their grievances.

The tremendous growth of work-force in short span of time also acted as a great deterrent for a heterogeneous work-force in involving work-culture best suited to steel industry. Moreover these men were drawn mostly from the local labour market where they were working in contractors' establishment with an unique culture of their own. The agrarian out-look of these men has also stood in the way. The broad picture which emerges from the above review of earlier labour – management relation in Bokaro Steel Plant is fairly clear.

UNION – MANAGEMENT RELATION AT BOKARO STEEL PLANT

The Union – Management relation play a responsible role for the development of a better relations in the establishment. Here, we are going to analyse the union-management relations at Bokaro Steel Plant (BSL). For this purpose, the union and management representatives were interviewed because managerial attitude/feelings towards the establishment and development which reflect in part of responses of management to the labour problems, help to explain the character of union-management relations. In this direction, various issues were supplied before the management representative-executives. They were asked “**Does your management encourage the activities of trade union?**” Regarding this issue, the responses are presented in Table 1. the table explores that amongst the sampled executives 71.87 per cent of the management representatives realized that the management encouraged the trade union activities whereas, 28.13 per cent of them opined otherwise. If we take category-wise, the table shows that the percentage of responses of E1 cadre (technical side) opposing the idea, was comparatively higher (66.67 per cent). Perhaps it was due to small sampled size of technical executives in cadres E1.

Table 1 : Encouragement to Union activities by management

Cadre	Technical Executive (% of responses)		Cadre	Non-Technical Executives (% of responses)	
	Yes	No		Yes	No
E1	33.33	66.67	E1	75.00	25.00
E2	75.00	25.00	E2	86.87	13.33
E3	62.50	37.50	E3	80.00	20.00
E4 & above	87.50	12,50	E4 & above	90.00	10.00
Total Av. (%)	64.50	35.42	Total Av. (%)	79.17	20.83
General Average		Yes (%) 71.87		No. (%) 29.13	

Source : Source Primary Survey

Since a majority of the executives (more than 70.00 per cent) had favoured of encouragement to the union activities, therefore, it would influence the relationship between union and management and consequently on the state of labour-management relation positively.

While analyzing the important view of trade union leaders outlook towards executives in plant affairs, which play an important role in the concerned issues of union-management relation, we put forward our questions to the union representatives as “**Have the union-management relations been satisfactory in the past**” The responses are tabulated in Table 2.

Table 2 Union leaders view towards past union-management relations

Leaders of Union	Percentage of responses	
	Satisfactory	Unsatisfactory
BSWU	40.00	60.00
BIKU	100.00	-
BSRMS	20.00	80.00
CRAFT	10.00	90.00
Total Average	42.50	47.50

Source : Primary survey

It is clear from the table 2 that 42.50 per cent of the trade union leaders were of the opinion that the union-management relations have been satisfactory in the past whereas, 57.50 per cent of them opined unsatisfactory. The table further reveals that 100 per cent BIKU representatives were favouring the same idea. It seems perhaps their own weakness and unconsciousness due to which they totally favoured, while 80 per cent of BSRMS representatives opined unsatisfactory. Perhaps it was due to some extent, a little number of sample taken from BSRMS. Further 90 per cent of CRAFT union representative had opposed the idea that union-management relations have been satisfactory in the past. It is unlikely that some specific type of problems regarding the CRAFT union leaders had affected their views and that is why they have opposed highly. If we talk about BSWU leaders it could be said that even its leaders had found themselves within unsatisfactory situation. This envisages that it was due to undesired attitude of management towards union as well as workers interest.

Table 3 analyses the degree of satisfaction/dis-satisfaction of union leaders about the existing position or managerial policies for maintaining union-management relations. Table

3 shows that not even a single respondent responded regarding the consultation by management. It was due to their ignorance/unawareness or negligence towards same matters and thus it would not be a *sine-que* for favourable union-management relations.

Table 3 : Union’s view towards managerial policies

Union	Satisfied	Partially satisfied	Dis-satisfied	Whether union consulted		
				Yes	No	Did not respond
BSWU	-	60.00	40.00	40.0	60.0	0.00
BIKU	30.00	70.00	-	20.0	-	80.00
BSRMS	20.00	20.00	60.00	40.0	-	60.00
CRAFT	-	30.00	70.00	20.0	80.0	0.00
Total Av.	12.50	45.00	42.50	-	-	100.00

Source : Primary Survey

Table 3 clearly shows that not even one union leader of BSKU and CRAFT views satisfied with regard to the relations between union and the management. It does not mean that BSRMS or BIKU were in better situation. The degree of dis-satisfaction among CRAFT union leaders was highly observed (70 per cent). It was quite natural because it has a weak position rather than other in the Plant.

Satisfactory method of recognition of a union by management can create good faith and goodwill on the basis of mutual understanding. Therefore, according to this view the issue of recognition of trade union has been investigated by putting one question to the executives class that “**Is the method of recognition of trade union in your unit is satisfactory?**” The responses regarding the various cadres of executives are shown in Table 4.

Table 4 : Method of recognition of trade union

Cadre	Technical Executive (% of responses)		Cadre	Non-Technical Executives (% of responses)	
	Yes	No		Yes	No
E1	80.33	16.67	E1	80.00	20.00
E2	75.00	25.00	E2	86.67	13.33
E3	62.50	37.50	E3	90.00	10.00
E4 & above	75.00	25.00	E4 & above	63.64	36.36
Total Av. (%)	75.76	24.24	Total Av. (%)	84.16	15.84
General Average		Yes (%) 80.62		No. (%) 19.38	

Source : Primary survey

It is clear from the above table that 80.62 per cent of the executives realized that the existing method of trade union recognition was satisfactory whereas 19.38 per cent of them realized adversely. The table shows one more thing that the percentage of senior executives, those who realized adversely about the same was higher rather than the junior executives. Perhaps, it reveals the fact that the senior executives were more aware and conscious towards workers and unions betterment. Further, they considered that workers are integral part of organization for the good of production, productivity, for amicable industrial relations as well as the industrial stability of the country, as a whole. When we talk on its influence, we can properly derive a conclusion that since most of the executives (80.62 per cent) had realized in favour of existing method of trade unions recognition due to by which union-management relations would be more amicable. But on the basis of this analytical solution, we are unable to say that this position practically prevails in BSL. Because, the issue of recognition is a managerial action and therefore, it was quite natural, if a large proportion of executives realized in favour of the above.

We put forward an important question “**In your opinion what is the attitude of management towards the union?**” There were five mode of answer such as : Cooperative, sympathetic, indifferent, uncooperative and no opinion, as shown in Table 5.

The Table 5 shows that 30 per cent union leaders of BSWU felt that management was co-operative towards the, whereas, BIKU and BSRMS leaders felt the same with higher percentage i.e. 80.00 and 40.00 per cent respectively.

Table 5 : Management’s Attitude towards union

Union	Percentage of responses				
	Cooperative	Sympathetic	Indifferent	Non-cooperative	No Opinon
BSWU	30.00	10.00	20.00	25.00	15.00
BIKU	80.00	10.00	10.00	-	-
BSRMS	40.00	-	60.00	-	-
CRAFTS	-	20.00	10.00	70.00	-
Total Av.	37.50	10.00	25.00	23.75	3.75

Source : Primary Survey

On the other hand, none of the CRAFT union leaders were of the view that management’s attitude towards them was cooperative. Those who realized adversely were 25 per cent from BSWU and 70 per cent from CRAFT. Those who told that the

management's attitude was indifferent i.e. 20 per cent were from BSWU and 10 per cent from BIKU, 60 per cent from BSRMS and also 10 per cent from CRAFT.

To conclude all the situation of responses, we find that there was discontentment among the union leaders regarding the managerial attitude towards them, and it can evidently be said that the position of responses is not in favour of the Union-management relations and further industrial relations also. The overall position, if we rely as stated, the relation between union and the management was much undesirable. There was a need for changing unfavourable attitude of management towards the union or union leaders.

WORKERS – UNION RELATIONS AT BOKARO STEEL PLANT

In this context, the views of both the parties i.e. workers and union representatives were interviewed through questionnaire. Indeed, it would help to explain the character of labour management relation. The question to the representatives of union was “**Do the members take active interest in day-to-day affairs of the union?**” The responses of the union representatives were in tabled in table 6.

Table 6 : Workers interest in day-to-day affairs of union

Union	Percentage of responses	
	Yes	No
BSWU	60.00	40.00
BIKU	100.0	-
BSRMS	60.0	40.0
CRAFT	80.0	20.0
Total Av.	75.00	25.00

Source : Primary source

The Table 6 shows that a majority (75.00 per cent) of the respondents felt that the members of the unions took active interest in day-to-day affairs of the union, whereas, the rest 25.00 per cent were indifferent. It seems that BSWU and BSRMS were equally active interest in day to day affairs of the union. Another thing which can be revealed that the members of BIKU (affiliated to AITUC) were found very much favourable in that regard. We may conclude that it would add in the favour of workers-union relations and consequently the industrial relations on this matter. Thus, we may conclude that majority of the workers took active interest in day-to-day affairs of the unions and thus we may also conclude that it would add in the favour of workers-union relations and consequently the industrial relations on this matter. It may be added that if the workers take active interest in

day-to-day affairs of the union, they would keep interest in the union activities and it would affect the proceedings of the union democracy.

To assess the quantify of above we put the union representatives the following questions “**How many members devote sufficient time in the activities of unions?**” The responses were analysed and shown in Table 7.

Table 7 : Quantum of time devoted by the members in the union activities

Union	Percentage of responses		
	Most	Some time	Very few
BSWU	45.00	40.00	15.00
BIKU	-	100.0	-
BSRMS	60.00	30.00	10.00
CRAFT	50.00	40.0	10.00
Total Av.	38.75	52.50	8.75

Source : Primary survey

The table 7 reveals that 38.75 per cent respondents realized that most of the members devote sufficient time in the union activities, whereas 52.50 percent of them had realized that only some of the members devoted time regarding the same. While as, 8.75 per cent experienced very few members devote sufficient time for their unions. The important fact came out from the above table that the BIKU leaders supported the view that all of their members devote sufficient time for the day-to-day affairs of the union. Here we may conclude that if a sizeable proportion of workers do not devote sufficient time for the union activities, it would not establish mutual trust and confidence between workers and union leaders which would have bad impact on the industrial relations.

In order to examine the degree of participation in union activities, union representative were asked that: “**Do most of the workers join the union?**” The method of joining the union was of two types (1) voluntarily and (ii) by persuasion. Here it is believed that those workers who join union voluntarily were affiliated with union leaders ideologies and their constructive role. On the other hand, those workers who were persuaded for joining the union either they had no confidence in the leadership of the unions or the union itself or they were avoided. The position of the degree of affiliation/participation can be seen from Table 8.

Table 8 : Members affiliation to unions

Union	Percentage of responses	
	Yes	No
BSWU	60.00	40.00
BIKU	80.00	20.00
BSRMS	80.00	20.00
CRAFT	80.00	20.00
Total Av.	75.00	25.00

Source: Primary source

The above table reveals that 75.00 per cent of the union leaders were of the views that most of the workers joined the union voluntarily and those workers who joined by persuasion were 25.00 per cent. It is also found that the percentage of BSWU had felt that the joining of union by workers voluntarily was low (40 per cent) in comparison with the other unions. Since a majority of the union leaders (75.00 per cent) realized that they joined union without any pressure or by any influence, and if we believe the mentioned logic then we can say that the state of responses (75.00 per cent) revealed by informants in this regard (those who realized that they joined union without any persuasion), it would have a great influence in favour of worker – union relations and finally industrial relations too much. In a developing countries like India, there is a tendency to join union deliberately for their interest. Thus, it can be concluded that the tendency of joining the union by their own have a better effect than the tendency of persuasion.

There can not be a single exclusive and satisfactory factor influencing the workers to join a union. Hence question is “**Why do workers join the union?**” The responses from the respondents were analysed and shown in table 9.

From the table 9 it reveals that the most important factor for workers was “Safeguard against victimization (83.75 per cent). While analysing the table it is found that all unions but the BSRMS supports the fact that the workers join the union as a safeguard against the victimization which falls under the ‘fear of management’ is the hidden fear in the minds of union representatives. Indeed this hidden fear in the minds of workers or union representatives will certainly effect the good industrial relation among the workers and management.

Table 9 : Causes of joining the union

Union	Percentage of response of respondents							
	For wages	For bonus	For help during strike	For developing personality	Safeguard against victimization	Welfare facilities	For help during unemployment and retirement	Any other
BSWU	50.00	45.00	45.00	30.00	75.00	45.00	25.00	-
BIKU	45.00	40.00	40.00	15.00	100.0	50.00	25.00	-
BSRMS	60.00	80.00	40.0	60.00	80.00	1000.0	20.00	-
CRAFT	80.00	60.00	10.00	40.00	80.00	80.00	10.00	-
Total Av.	58.75	56.25	33.75	36.25	83.75	68.78	20.00	-

Source : Primary Survey

The next influencing factor was “welfare facilities” is listed as 68.78 per cent. It seems that the union was not much helpful for giving some fruitful result which was expected by the workers receiving the welfare facilities. The workers joined the union with the desire to get welfare facilities, which they feel that the management will not offer them without the union. This fear in the minds of workers against the management will also not going to serve the desired good labour – management relation. Further, the workers clearly responded that they have joined the union because they perceived that union joining would provide them fair wages 58.75 per cent felt it.

The other factors like bonus, developing personality and help during unemployment get the average perception of 46.25, 36.25 and 20.00 per cent respectively. Though workers joining the BSRMS union, completely responded to welfare facilities, while CRAFT members rank welfare facilities to get bonus and safeguarding against victimization all as the significant causes for joining the union. Here, we may conclude that it is a realistic approach for being a union and it is more desirable in negotiation with the management for fulfillment of the desirability of the bonus among the workers.

The next important reason which served in the way of union’s joining by workers in fifth order or importance was “help during strike” as (33.7 5 per cent of workers). The table further reveals that the position of responses was changed may be because of the workers though it is helpful during the strike. This indicates that the workers are conscious about their right and the administrative action of victimization as a result of strike for the

fulfillment of their demands raised by the union/workers. Hence, we may conclude that this position of fear on the part of workers can not be good for the industrial relation.

The next dominant cause in the way of union's joining was "improving or developing personality" (36.25 percent). The percentage of BSRMS is very high due to small number sampled. However, this is a common factor and hence there is no marked impact on the state of industrial relation.

The other reason for forming the union was "for help during unemployment and retrenchment" which was ranked in the seventh order of importance by the workers members (20.00 per cent). There was almost the same percentage of response in all union members but BSRMS. The fear of retrenchment in the hearts of workers would certainly not go in favour of the good labour-management relation.

Lastly, not even one of the union members supported the importance of the head 'Any other'. It may be due to unawareness/negligence/ ignorance of the workers or the representative of the union members on this part.

Thus, it may conclude that the Bokaro Steel Plant workers have joined the union for much the same causes as workers held anywhere else. It is established that the workers have joined the union not only for economic betterment and high standard of living but for their perceived impression for tangible gains to be had by way of wage increase followed by job security and developing personality etc.

To analyse the factors for building up a good labour management relation, the answer of the question "If the cases are represented directly and not through union, can the relations between labour and the management be improved" has been depicted in Table 10.

Table 10 : Representation of cases of workers by union or not

Cadre	Technical workers (% of responses)		Cadre	Non-Technical Workers (% of responses)	
	Yes	No		Yes	No
S5	13.33	86.67	SL1	66.67	33.33
S6	27.73	72.27	SL2	26.67	73.33
S7	35.71	64.29	SL3	80.00	20.00
S8 & S9	30.00	70.00	SL4	73.33	26.67
Total Av. (%)	26.70	73.30	Total Av. (%)	61.67	38.88
General Average		Yes (%) 44.18		No. (%) 55.82	

Source : Primary survey

It envisages that on an average 44.18 per cent of the workers were of the opinion that if the cases are represented directly and not through union, the relations between labour and management can be improved. While 55.82 percent of them felt adversely to it. If seen by categorywise (Technical and non-technical), it is found that there was a great discrepancy among the responses of the workers and needs to be analysed e.g. the percentage of non-technical workers favoured the idea comparatively higher than the technical workers ((61.67 > 26.70 per cent). It seems that the utility of the union was not equally important for technical and non-technical workers. Further, it seems that in the eyes of technical workers, the utility of the union was too much. On the basis of response of the workers (technical) one can say that it would be influenced on the state of labour union relation as well as industrial relations too positively. On the whole it can be concluded that percentage of workers (55.82 per cent), who responded negatively would produce amicable relations between labour and union and finally labour-management relation positively to a great extent.

The effectivity of the union has a deep concern with regard to the workers-union relation as well as labour-management relations too. In other words, we may express that good or bad relations are much dependent on the degree of affectivity. To achieve the purpose workers were questioned "**What role does union play in maintaining harmonious relations?**" The respondent had three options such as 'Effective' 'Partially Effective' and 'ineffective'. The collected perceptions are shown in Table.11

Cadre	Technical workers (% of responses)			Cadre	Non-Technical Workers (% of responses)		
	Effective	Partially effective	Ineffective		Effective	Partially effective	Ineffective
S5	26.67	40.00	33.33	SL1	40.00	46.00	14.00
S6	27.78	61.11	11.11	SL2	20.00	80.00	-
S7	14.29	64.29	21.42	SL3	13.33	66.67	20.00
S8 & S9	35.00	55.00	10.00	SL4	33.33	46.67	20.00
Total Av. (%)	25.94	55.10	18.96	Total Av. (%)	26.67	59.63	13.50
General Average		Effective 26.30		Partially Effective 57.47		Ineffective 16.23	

Source : Primary survey

Though measurement of effectivity of an individual/association/union/organisation is a difficult task. However, the Table 11 shows, the workers who were of the view that the role of unions was effective in maintaining harmonious relationship stood at 26.30 per cent, whereas, those who showed contrary to it (ineffective) was 16.23 per cent). Further 57.47 per cent of the workers felt that the role of the union, regarding the same was partially effective. Per the categorywise, we find that the proportion of the workers from both sides were almost in equal or difference with minor variations.

Further, the table shows that 16.23 per cent of the workers felt that the role of the union was ineffective, not being much considerable but it essentially influence the state of workers-union relation negatively to some extent. On the other hand, since the percentage of those workers who felt the role of the union was partially effective was comparatively higher (57.47 per cent). Here conclusion that the representatives of the union should take proper care to improve their performance in maintaining harmonious relations with the management.

Thus, workers - union relationship is positive and the majority of the workers took active part in the union activities as felt by the union representatives. The leaders also perceive that 59.83 per cent of the workers on an average devote some time in the affairs of the union.

INTER AND INTRA-UNION RIVALRY

In the present industrial set up union plays an important role for smooth functioning of the industry in course of production and productivity. It tries to work independently but one trade union tries to dominate the other and management tries to benefit from the inter-union rivalry. In this situation management talk against each other. The problem of inter-union rivalry basically arouse between the trade union leaders for the welfare of their workers. Many a times this inter union rivalry leads to industrial unrest in the industry which leads to loss of production, productivity in particular and national loss in general. Hence, this particular aspect needs analysis. The collected responses of the question "**What is the attitude towards each of them (other unions)?**" of the question were tabled in table 12.

Table 12 Attitude of one union towards the other

Union	Percentage of responses		
	Cooperative	Hostile	Indifferent
BSWU	60.00	15.00	25.00
BIKU	100.00	-	-
BSRMS	80.00	-	20.00
CRAFT	70.0	-	30.00
Total average	77.50	3.75	18.75

Source : Primary survey

It is clear from the table 12 that those who mentioned the unions attitude towards others were hostile was in little proportion (3.75 per cent), whereas those who mentioned the attitude of the union were indifferent towards others, were (18.75 per cent) and those who mentioned that attitudes of the union towards each of them were much cooperative 77.50 per cent. By analysing it union-wise, it is found that BIKU leaders were comparatively much cooperative and further those leaders who were of this idea were 60 per cent from BSWU, 80 per cent from BSRMS and 70 per cent from CRAFT union. The percentage of CRAFT union was also higher in case of indifferent attitude towards each of them.

In order to counter verify the attitude the question "**What is their (other unions) attitude towards your union**" was supplied with the options of 'cooperative', 'hostile' and 'indifferent'. The responses are shown in Table 13.

Table 13 : Attitude of one union towards another union

Union	Percentage of responses		
	Cooperative	Hostile	Indifferent
BSWU	25.00	40.00	35.00
BIKU	90.00	-	10.00
BSRMS	60.00	-	40.00
CRAFT	50.00	10.00	40.00
Total average	56.25	12.50	31.25

Source : Primary survey

The table 13 shows that 56.25 per cent of the respondents leaders realised that the attitude of the other union were cooperative towards their union. This reflects a marked difference with the previous one where 77.58 per cent of union leaders realised that their union's attitude towards other was cooperative. The attitude of hostility is also higher (12.50 per cent) in comparison to table 12 data. Thus it can be concluded that there is misconfidence and mistrust among the union leaders.

Some important points related to labour-management relations

1. Labour-management relations are the relations, which are the outcome of the 'employment relationship' in an industrial enterprise without the existence of two parties, the employer and the workman, this relationship cannot exist. It is the industry, which provides the setting for industrial relation.
2. The relationship lay emphasis on the need for accommodation by which the parties involved develop skill and methods of adjusting to, and cooperating with each other.
3. Every industrial relation system create a complex of rules and regulation to govern the work place and the work community with the main purpose of achieving and maintaining harmonious relationship between labour and management by solving their problems through collective bargaining.
4. The Government/State involve, influences and shapes industrial relations with the help of law, agreement, awards of courts and emphasis on usage customs, traditions, as well as the implementation of the policies, and interference through executive and judicial machinery.

The term 'labour-management relation' be conceptualised as; the relations and interactions in industry, particularly between labour and management, as a result of their composite attitude and approaches to the management of the affairs of the industry for the settlement of not only the management and labour but also the industry and the national economy as a whole.

LABOUR-MANAGEMENT RELATIONS AT BAKARO STEEL PLANT

In ancient days, people lives in joint family and were dependent on agriculture, they were the employer and employee both. But at present industrial structure is quite different. Pandey (1975) in his investigation reported that in the primary stage of present industrial

system, the social system perhaps had come to an end and the whole human society become subordinate to the economic structure.

In modern capitalist society, the capitalists began to exploit the labour for their profit, and the labour restricted their exploitation for the benefit of the capitalist only. This situation resulted in reestablishing hatred, tension and in the last leg struggle in other words industrial dispute. Industrial dispute is the clear situation of tension between labour and management in their practical view. The main reasons of industrial disputes are related with wages, bonus, dearness allowance, fringe benefits, retrenchment of labour, improvement in working condition etc. Industrial disputes means, any disputes or tension between employers and employees of employers and labour or between labour and labour, be that appointment or any person or discharge and dismissal or terms of employment or working condition which are under Section 2(x) of industrial Disputes Act, 1947. It is established that the scope of industrial dispute is not very little but also related between employers and employees. There are many affects of disputes, some of which are discussed here under :

STRIKE

When a struggle happens between employees and employers, employees bear the loss and all probabilities come to an end, then the employees take the help of strike. Strike is an instrument of present democratic industrialism which is used by the employees for the improvement of their standard of living. It is also legally sanctioned. Strike is organised by the employees by their mutual agreement. Employees take the help of strike for the fulfilment of their demands, improvement of working conditions or the total stop of production. Time factor is not important element for the determination of the word strike. Strike may be called a deliberated refusal to work. Under the Industrial Disputes Act, 1947 strike is described as follows :

A strike means :

- (a) Cessation of work by a body of workmen acting in combination
- (b) Refusal by workmen under a common understanding to continue to work of accept employment.

It is observed from the official records of Bokaro Steel Plant that there were strikes in the past and the same is listed in Table 14.

Table 14 : General Strike by the workers during 1990-91 to 1999-2000

Year	No. of Strike during the year	Man-days loss
1990-91	-	-
1991-92	03	2087
1992-93	-	-
1993-94	-	-
1994-95	-	-
1995-96	05	8628
1996-97	-	-
1997-98	01	273
1998-99	01*	294
1999-2000	-	-

* - Relay fast by workers.

Source : Official records of Bokaro Steel Plant.

The above table shows that strike was called by the workers 5 times with 8628 man-days loss in 1995-96, 3 times with 2087 man-days loss in 1991-92 and one in with 273 man-days loss in 1997. In 1998-99 the long relay fast by the employees of Bakaro Steel Plant was arranged and the same resulted total stoppage of work with 294 loss of man-day by the employees, hence the office recorded the same in Strike category though it was not official called. Here we may conclude that the labour-management relation at Bokaro Steel Plant was amicable during the decades except in 1991-92 and 1995-96 when a total of eight strikes took place. This may be due to the harsh of management towards workers during the period in question that a large number of strikes took place. But, after this period i.e. during 1998-2000 no strike was held, this proves that the management corrected its wrong attitude and avoided the strike by the employees.

OTHER TYPES OF MOVEMENTS

Further, it would be better to go into the details of loss due to bad labour-management relations at Bokaro Steel Plant during the period from 1989-90 to 1999-2000. The details of the inputs was supplied from the official bulletin/records of the Plants and are shown in Table 15.

The Table 15 shows the maximum 9353 man-days loss was recorded in 1995-96 when, as reported earlier 5 strikes followed by number of gherao, stoppage of work, demonstration were held which led to saleable steel loss of 5450 t. During 1990-91 the saleable steel loss was recorded as 15950 t; 1989-90 recorded 15115 t saleable steel loss,

followed by 14350 t in 1996-97 and 10014 t in 1994-95, which clearly speaks that though there was no strike took place but it a large number of spontaenous movement such as gherao, demonstration, relay fast and other types of labour movements took place which resulted in such a huge saleable steel loss.

Table 15 : Loss of man-days production due to various, disputes during the period from 1989-90 to 1999-2000

Year	Man-days loss	Saleable Steel loss (Tonnes)
1989-90	1882.75	15115
1990-91	2965.62	15950
1991-92	2517.60	2945
1992-93	784	5714
1993-94	370.75	4650
1994-95	432.75	10014
1995-96	9332	5450
1996-97	2474.75	14350
1997-98	318.16	1050
1998-99	273	-
1999-2000	294.5	-

Source : Official records of Bokaro Steel Plant.

We may conclude that, the belief that only strike alone leads the total loss in production but here we observed that the spontaneous movements such as gherao, demonstration, fast, relay fast, go slow, down, work to due, etc. overpowered the strikes.

The analysis of the available collected data on absenteeism at Bakoro Steel Plant during the period from 1990-91 to 1999-2000 and presented in Table 16.

The Table 16 shows that the maximum authorised absenteeism was recorded (13.81) in 1990-91 with the maximum total absenteeism of 17.23., whileas the minimum authorised absenteeism was recorded (8.12) in 1995-96. The maximum unauthorised absenteeism was recorded (6.22) in the year 1995-96 and minimum unauthorised absenteeism was recorded (2.92) and third highest total absenteeism (14.40) in the same year. It is interesting to note that the highest total absenteeism was recorded (17.23) in 1990-91 and minimum total absenteeism was recorded (12.56) in 1999-2000. The clearly indicates that the labour absenteeism decreased substantially during the period under reference, which indeed a good signature from the labour-management relation point of view.

Table 16 : Percentage of absenteeism at BSL during 1990-91 to 1999-2000

Year	Percentage Absenteeism		
	Absenteeism Authorised	Unauthorised	Total
1990-91	13.81	3.42	17.23
1991-92	12.20	3.22	15.43
1992-93	11.48	2.92	14.40
1993-94	9.63	4.63	14.25
1994-95	8.45	5.42	13.86
1995-96	8.12	6.22	14.34
1996-97	8.30	5.43	13.37
1997-98	8.38	5.70	14.09
1998-99	8.18	4.48	12.67
1999-2000	8.39	4.16	12.56

Source : BSL records

WORKERS PARTICIPATION IN MANAGEMENT

Workers participation in management has effectively been put into practice in the unit under study. Participative management is one of the objectives of the plant. The management believes that participative management should be based on mutual understanding and therefore, has associated the workers and their union in this task.

CONCLUSION

The industrial process involves workers, executive, union leaders and the government machinery, Trade Unionism has emerged in the industrial world as a protection of the rights and interest of the workers. From the initial stage of militancy the trade unionism in the modern world has come as an active co-operator in the process of production. Although by and large their focus is economic demand seeking for improvement in wages, working and living conditions of the members yet their role and increasing contribution in national development, shaping of national policies cannot be ignored. The management should realise the importance of workers as a integral part of organisation for the production and productivity which will open the path for amicable industrial relations as well as industrial stability of the organisation as well as for country as whole. Industrial peace is possible only when the management and the workers co-operate in their efforts. Trade unions should concentrate their energy and attention in a more constructive way to users in an era of industrial peace. The judicious recognition of trade unions by respective managements and concerted education of the workers are expected to cure our trade union movement of its prevalent gangrene of inter and intra-rivalry.

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