

## Chapter 1 : Industrial Relations in India: An Overview

*2. IR during Post-Independence. 1. IR During Pre-Independence: The structure of the colonial economy, the labour policies of colonial government, the ideological composition of the political leadership, the dynamics of political struggle for independence, all these shaped the colonial model of industrial relations in pre-independent India".*

Harmonious relationship is necessary for both employers and employees to safeguard the interests of the both the parties of the production. In order to maintain good relationship with the employees, the main functions of every organization should avoid any dispute with them or settle it as early as possible so as to ensure industrial peace and higher productivity. Personnel management is mainly concerned with the human relation in industry because the main theme of personnel management is to get the work done by the human power and it fails in its objectives if good industrial relation is maintained. In other words good Industrial Relation means industrial peace which is necessary for better and higher productions. Industrial Relation is that part of management which is concerned with the manpower of the enterprise " whether machine operator, skilled worker or manager. Industrial Relation is a relation between employer and employees, employees and employees and trade unions. A few notable features pertaining to Industrial Relations are as under: Industrial Relation do not emerge in vacuum they are born of employment relationship in an industrial setting. Without the existence of the two parties, i. It is the industry, which provides the environment for industrial relations. Industrial Relation are characterized by both conflict and co-operations. This is the basis of adverse relationship. So the focus of Industrial Relations in on the study of the attitudes, relationships, practices and procedure developed by the contending parties to resolve or at least minimize conflicts. Industrial Relation also involve the study of conditions conducive to the labor, managements co-operations as well as the practices and procedures required to elicit the desired co-operation from both the parties. Industrial Relations also study the laws, rules regulations agreements, awards of courts, customs and traditions, as well as policy framework laid down by the governments for eliciting co-operations between labor and management. Besides this, it makes an in-depth analysis of the interference patterns of the executive and judiciary in the regulations of labor"managements relations. In fact the concepts of Industrial Relations are very broad-based, drawing heavily from a variety of discipline like social sciences, humanities, behavioral sciences, laws etc. In fact, Industrial Relation encompasses all such factors that influence behavior of people at work. A few such important factors are details below: It includes government, employers, trade unions, unions federations or associations, government bodies, labor courts, tribunals and other organizations which have direct or indirect impact on the industrial relations systems. Includes matter pertaining to employment conditions like pay, hours of works, leave with wages, health, and safety disciplinary actions, lay-off, dismissals retirements etc. Objectives of Industrial Relation A. To safeguard the interest of labor and management by securing the highest level of mutual understanding and good-will among all those sections in the industry which participate in the process of production. To avoid industrial conflict or strife and develop harmonious relations, which are an essential factor in the productivity of workers and the industrial progress of a country. To raise productivity to a higher level in an era of full employment by lessening the tendency to high turnover and frequency absenteeism. To establish and nurse the growth of an Industrial Democracy based on labor partnership in the sharing of profits and of managerial decisions, so that ban individuals personality may grow its full stature for the benefit of the industry and of the country as well. To eliminate, as far as is possible and practicable, strikes, lockouts and gheraos by providing reasonable wages, improved living and working conditions, said fringe benefits. To establish government control of such plants and units as are running at a loss or in which productions has to be regulated in the public interest. Improvements in the economic conditions of workers in the existing state of industrial managements and political government. Control exercised by the state over industrial undertaking with a view to regulating production and promoting harmonious industrial relations. Socializations or rationalization of industries by making he state itself a major employer J. Vesting of a proprietary interest of the workers in the industries in which they are employed. The main aspect of Industrial Relations are: Community or Public relations, i. Promotions and development of

healthy labor-managements relations. Maintenance of industrial peace and avoidance of industrial strife vii. Development of true industrial Democracy. Effects of poor Industrial Relations Poor Industrial Relation produces highly disquieting effects on the economic life of the country. We may enumerate the ill-effects of poor Industrial Relations as under: Modern industry and for that matter modern economy are interdependent. Hence although the direct loss caused due to industrial conflict in any one plant may not be very great, the total loss caused due to its multipliers effect on the total economy is always very great. Fall in normal tempo: Absenteeism and labor turnover increase. Plants discipline breaks down and both the quantity and quality of production suffer. Dynamic industrial situation calls for change more or less continuously. Methods have to be improved. Economics have to be introduced. New products have to be designed, produced and put in the market. Each of these tasks involves a whole chain of changes and this is resisted bitterly if these are industrial conflict. He wants to satisfy his social and egoistic needs also. When he finds difficulty in satisfying these needs he feels frustrated. Poor Industrial Relations take a heavy toll in terms of human frustration. They reduce cordiality and aggravate social tension. Suggestions to Improve Industrial Relation: Both management and unions should develop constructive attitudes towards each other b. All basic policies and procedures relating to Industrial Relation should be clear to everybody in the organization and to the union leader. The personnel manager must make certain that line people will understand and agree with these policies. Suspicious, rumors and doubts should all be put to rest. Several research studies also confirm the idea of dual allegiance. There is strong evidence to discard the belief that one can owe allegiance to one group only. Management should encourage right kind of union leadership. While it is not for the management to interfere with union activities, or choose the union leadership, its action and attitude will go a long way towards developing the right kind of union leadership. The healthy industrial relations are key to the progress. Their significance may be discussed as under - 1. Uninterrupted production " The most important benefit of industrial relations is that this ensures continuity of production. This means, continuous employment for all from manager to workers. The resources are fully utilized, resulting in the maximum possible production. There is uninterrupted flow of income for all. Smooth running of an industry is of vital importance for several other industries; to other industries if the products are intermediaries or inputs; to exporters if these are export goods; to consumers and workers, if these are goods of mass consumption. Reduction in Industrial Disputes " Good industrial relation reduce the industrial disputes. Disputes are reflections of the failure of basic human urges or motivations to secure adequate satisfaction or expression which are fully cured by good industrial relations. Strikes, lockouts, go-slow tactics, gherao and grievances are some of the reflections of industrial unrest which do not spring up in an atmosphere of industrial peace. It helps promoting co-operation and increasing production. High morale " Good industrial relations improve the morale of the employees. Employees work with great zeal with the feeling in mind that the interest of employer and employees is one and the same, i. Every worker feels that he is a co-owner of the gains of industry. The employer in his turn must realize that the gains of industry are not for him along but they should be shared equally and generously with his workers. In other words, complete unity of thought and action is the main achievement of industrial peace. It increases the place of workers in the society and their ego is satisfied. It naturally affects production because mighty co-operative efforts alone can produce great results. Mental Revolution " The main object of industrial relation is a complete mental revolution of workers and employees. The industrial peace lies ultimately in a transformed outlook on the part of both. It is the business of leadership in the ranks of workers, employees and Government to work out a new relationship in consonance with a spirit of true democracy. Both should think themselves as partners of the industry and the role of workers in such a partnership should be recognized. It will naturally have impact on production because they recognize the interest of each other. New Programmes " New programmes for workers development are introduced in an atmosphere of peace such as training facilities, labor welfare facilities etc. It increases the efficiency of workers resulting in higher and better production at lower costs. Reduced Wastage " Good industrial relations are maintained on the basis of cooperation and recognition of each other. It will help increase production. Wastages of man, material and machines are reduced to the minimum and thus national interest is protected. Thus, from the above discussion, it is evident that good industrial relation is the basis of higher production with minimum cost and

higher profits. It also results in increased efficiency of workers. New and new projects may be introduced for the welfare of the workers and to promote the morale of the people at work. An economy organized for planned production and distribution, aiming at the realization of social justice and welfare of the mass can function effectively only in an atmosphere of industrial peace. If the twin objectives of rapid national development and increased social justice are to be achieved, there must be harmonious relationship between management and labor. Industrial relations refer to the relations between the employees and the employer in an industry. Human relations refer to a personnel-management policy to be adopted in industrial organizations to develop a sense of belongingness in the workers improves their efficiency and treat them as human beings and make a partner in industry. Industrial relations cover the matters regulated by law or by collective agreement between employees and employers. On the other hand, problems of human relations are personal in character and are related to the behavior of worker where morale and social elements predominated.

### Chapter 2 : PPT - Industrial Relations in India PowerPoint Presentation - ID

*Industrial relations pertains to the study and practice of collective bargaining, trade unionism, and labor- management relations, while human resource management is a.*

Prior to , the industrial relations system in India sought to control conflicts and disputes through excessive labor legislations. These labor laws were protective in nature and covered a wide range of aspects of workplace industrial relations like laws on health and safety of labors, layoffs and retrenchment policies, industrial disputes and the like. The basic purpose of these laws was to protect labors. However, these protectionist policies created an atmosphere that led to increased inefficiency in firms, over employment and inability to introduce efficacy. With the coming of globalization, the 40 year old policy of protectionism proved inadequate for Indian industry to remain competitive as the lack of flexibility posed a serious threat to manufacturers because they had to compete in the international market. With the advent of liberalization in Industrial Relation Policy in India The industrial relations policy began to change. Now, the policy was tilted towards employers. Employers opted for workforce reduction, introduced policies of voluntary retirement schemes and flexibility in workplace also increased. Thus, globalization brought major changes in policy in India. The changes can be summarized as follows: Collective bargaining in India has mostly been decentralized, but now in sectors where it was not so, are also facing pressures to follow decentralization. Some industries are cutting employment to a significant extent to cope with the domestic and foreign competition e. On the other hand, in other industries where the demand for employment is increasing are experiencing employment growths. In the expansionary economy there is a clear shortage of managers and skilled labor. The number of local and enterprise level unions has increased and there is a significant reduction in the influence of the unions. Under pressure some unions and federations are putting up a united front e. Another trend is that the employers have started to push for internal unions i. HR policies and forms of work are emerging that include, especially in multi-national companies, multi-skills, variable compensation, job rotation etc. These new policies are difficult to implement in place of old practices as the institutional set up still needs to be changed. HRM is seen as a key component of business strategy. Training and skill development is also receiving attention in a number of industries, especially banking and information technology.

**Chapter 3 : Industrial Relations in India – A Story of Blood and Violence? | Asklabourproblem**

*'This handbook provides phenomenal mentoring on Industrial and Employee Relations to top Management, Employee Relations Managers, Union Leaders and budding HR professionals.*

Strategies under Labour Laws in India to Deal with Industrial Violence Of late, incidents of industrial violence have been on the rise. In the s, industrial violence and collapsing industrial labour relations in India was a part of everyday life. Over time, with liberalization and professionalization of trade unions, as well as with the introduction and widespread adoption of the Contract Labour System, violence reduced almost to nil and Industrial Relations in India saw improvement. However, newspaper reports since have shown that Industrial and Labour Relations in India are on a decline and violence is once again on the rise. Today even CEOs and executives are not spared by workers. The very recent episode of violence at the Maruti Suzuki Factory at Manesar, Haryana, is a brutal reminder that industrial violence in India is by no means a thing of the past. The following are a few of the major incidents of violence that have occurred in the recent past and continue to occur in India; 1. A tea planter and his wife in Assam were brutally murdered and then set ablaze by disgruntled and angry plantation workers. Two senior executives in a jute factory in West Bengal were burnt to death 7. The arm of a senior executive of a well known MNC was chopped off. Industrial Violence is not confined only to a few areas in India. However, violence today is much more wide spread and can be seen all over India. Maruti Suzuki is certainly not the only example. Incidents of violence in a Tractor manufacturing unit in Pune, a Textile Mill in Kolhapur, among automobile suppliers in Coimbatore, in Factories in Chennai, as well as the attack on an expat Executive in West Bengal, are only a few illustrations to show that violence is not confined to any particular region. The surge in industrial violence in India can be attributed to many reasons. Taking the example of Maruti Suzuki again, a leading English newspaper has pointed out that the violence in the Manesar factory is a result of the failure of the collective bargaining system and decline in Industrial Relations in India. This failure is attributed to the fact that a Trade Union recognized by the factory not only failed to secure a wage settlement, but also failed to end the system adopted by Maruti of deploying temporary outsourced workers. The newspaper observed that the outsourced workers far out numbered the permanent workers and were paid a fraction of what the permanent workers are paid. Another interesting observation of the newspaper was that by refusing to concede to the demands, the management effectively rendered the union ineffectual. Dis-empowering the union in this fashion also meant abandoning collective bargaining, leaving force as the instrumentality of negotiation. Outsourced labourers often get violent when they are deployed on a long term basis without being granted permanency by the principle employer. There are other social factors, such as political influence, which are also responsible for violence. An increase in the average workload, as well as loss of jobs in recessionary times are also factors leading to discontent among workers. Another major cause for industrial violence in India is the growing disparity in wages between various levels of employment and ineffective neutralization of costs through Dearness Allowance. In the past 12 months alone, the price of petrol shot from Rs. The average monthly expenditure went up by more than Rs. However, the rate of increase in Dearness Allowance remained at Rs. Employers cannot compensate the workers through a total neutralization of costs as they are unable to increase the productivity beyond a certain level. The resultant dissatisfaction lead to violence. Educated people get into fights on the streets for no apparent reason. Industry after all is a part of society and what is happening in society will reflect on industry. Therefore, workers react aggressively today at the slightest provocation. There are incidents of violence both inside and outside the factory premises. Read more about violence outside factory premises and what employment laws in India have to say about it here. On occasions, issues are not addressed on time and are delayed or even side tracked. In one Company, the workers were not provided with a shed for parking their motor cycles. The workers, one day barged into the premises of the Company and parked their vehicles in the parking area reserved for the managerial staff, which subsequently led to violence. Therefore, the timely handling of labour issues keeping within the framework of industrial labour laws is of much importance. The consequences of violence are disastrous. There is often bloodshed, destruction to property, gross employee

misconduct, not to mention staggering losses in man days and wasteful disruption of work. It is difficult to prove violence on the part of an individual employee in a factory. The courts take their own time to decide the merits of the matter. Witnesses are hard to come by. Thus, even after the occurrence of violence, it is difficult for the management to defend in a Court of law the termination of any employee accused of violence. The Courts have reacted vehemently to the issue of Industrial Violence and have expressed strong views on the same. The Government machinery is also indifferent. The police are usually not willing to respond quickly to industrial violence. Hence, the growing incidence of violence is a major concern for all manufacturing units. Only an elaborate grievance redressal mechanism in keeping with the principles laid down by Indian employment laws, effective man management, along with an iron hand, can control such violence. Deterrent factors such as immediate action by the management, disciplinary action against employee and serious punishment for man handling will also help. The Government must also act more seriously in cases of violence.

**Chapter 4 : Industrial Relation In India!!! - Ppt Download - CiteHR**

*Industrial Relations in India stated long back. In the first phase of 19 th century Indian labours faced very bad situation. The relations between the employees and employers were like master and servants.*

Industrial Relations in India: An Overview Article shared by: IR is dynamic in nature. The nature of IR can be seen as an outcome of complex set of transactions among the major players such as the employers, the employees, the trade union, and the state in a given socio-economic context. In a sense, change in the nature of IR has become sine quo non with change in the socio-economic context of a country. Keeping this fact in view, IR in India is presented under the following two sections: IR during Post-Independence 1. Then even union movement was an important part of the independence movement. However, the colonial dynamics of the union movement along with the aggressiveness of alien capital, the ambivalence of the native capital and the experience of the outside political leadership frustrated the process of building up of industrial relations institutions. Till the Second World War, the attitude of the colonial government toward industrial relations was a passive regulator only. Because, it could provide, that too only after due pressure, the "um of protective and regulative legal framework for industrial relations Trade Union Act TL A Trade Disputes Act TDA. The state intervention began in the form of introduction of several war time measures, viz. Statutory regulation of industrial relations was on plank of its labour policy. The joint consultative institutions were established primarily to arrive at uniform and agreeable labour policy. The eve of Independence witnessed several instances that served as threshold plank for IR during post Independence era. Though Independent India got an opportunity to restructure the industrial relations system the colonial model of IR remained in practice for sometimes due to various reasons like the social, political and economic implications of partition, social tension, continuing industrial unrest, communist insurgency, conflict, and competition in the trade union movement. In the process of consultation and confrontation, gradually the structure of the industrial relations system IRS evolved. State intervention in the IRS was a part of the interventionist approach to the management of industrial economy. Several considerations like unequal distribution of power in the labour market, neutrality of the state, incompatibility of free collective bargaining institution with economic planning etc. State intervention in the IRS is logical also when the state holds large stakes in the industrial sector of the economy. However state intervention does not mean suppression of trade unions and collective bargaining institution. In fact, state intervention and collective bargaining were considered as complementary to each other. Gradually, various tripartite and bipartite institutions were introduced to supplement the state intervention in the IRS. The tripartite process was considered as an important instrument of involving participation of pressure groups in the state managed system. Non formal ways were evolved to do what the formal system did not legislate, for one reason or other. The political and economic forces in the mid s aggravated industrial conflict and rendered non-formal system ineffective. Now the focus of restructuring shifted from political to intellectual. However, yet another opportunity was lost when there was an impasse on the NCL recommendations in The Janta Government in made, of course, a half-hearted attempt to reform industrial relations. Unfortunately, the attempt met with strong opposition from all unions. Several committees were appointed to suggest measures for reforming die IRS. In the process, tripartism was revived in s. But, it also proved yet another legislative disaster. The bill was severely criticised by the left parties. The government introduced a Bill on Workers, Participation in Management in Parliament in Thus, the striking feature of the history of IR in India has been that it is dynamic in nature. Particularly since i.

**Chapter 5 : History of Industrial Relations in India**

*Industrial Relations: Evolution and Growth in India* 1. What is Industrial Relations? The concept of industrial relations means the relationship between the employees and management in the day to day working of an industry. According to ILO international labor organization industrial relations deal with either relationship between the state and employers and workers organizations or the.

Awanish Kumar became the victim. If asked what is the root cause for this incident. The answer will be failure in conflict management. One thing should be clear in mind of every IR managers that, it is quite easy to deal with the educated and intellectual people when compared to the less educated labour class. Let us see the role of IR managers. Role of IR manager IR being collectivist and pluralist in its outlook is fully responsible for maintaining a healthy relationship between individual workers, employees and plays a critical role in settlement of various disputes within an organization. Unlike an HR manager, an IR manager plays the role of directive leaders and ensures that all the rules and regulations of the employer are strictly followed. According to Lester, "Industrial relations involve attempts at arriving at solutions between the conflicting objectives and values; between the profit motive and social gain; between discipline and freedom; between authority and industrial democracy; between bargaining and co-operation and between conflicting interests of the individual, the group and the community. Now the contractor ran away as soon as this incident occurred, as an IR manager what would you do? You will find there is no provision for compensation by employer for death of contract labour inside factory premises in Contract Labour Regulation and Abolition act Still you have to do something. So an IR manager has to be prepared for these type of scenarios. Let us explore some challenges in brief. Labour is a subject in the concurrent list of the Indian Constitution where both centre and state can amend and frame the labour laws. As a result, labour law varies from state to state and thus it becomes difficult for IR managers to follow the laws strictly. In this cut throat competition, dependence on contract labours is increasing at phenomenal rate. There are not that many amendments in Contract Labour Regulation and Abolition act , which could really cover all the dynamism of Contract Labour issues. As a result, IR managers are found with albatross around their neck. The roles of the unions are defined, but their responsibilities are not mentioned. Formation of trade union is a fundamental right in India. Difference in wages of the regular employees and contract labours is a major issue of concern and is one of the main causes for several disputes because many times it has been seen that there is no difference in nature of the job between regular employee and contract labour. So, in race of earning profit many organizations have introduced the concept of contract labour in practice , which is the most critical issue as far as the applicability of labour laws are concerned. Many cases contract labour issues either it is B. Every judgement has its own opinion towards the applicability of labour laws. Not only contract labour issues, an IR manager have to be very cautious while dealing with issues regarding trade unions, collective bargaining, compensations and different issues in factory. It has resulted into the peril of indifference among the workers. This is no denying the fact that the Manesar incident has not only damaged the image of Maruti Udyog but also damaged the social image of incredible India and specially Gurgaon. So, let us see how can we manage these issues. To deal with Trade Unions, Contractors, labours , IR managers should minimize the use of jargons and they should try to communicate in simple language and if possible try to communicate in local language to avoid any confusion. It is not always necessary to give judgement or suggestions and to enforce certain policies, which are not in law. Sometimes to settle down dispute, An IR manager can take the decision on the basis of their intuition. Job rotation policy or transfer of the workers are the another way to settle down the dispute among the workers or employees. They should not try to check the workmen to form unions or groups, which may lead to aggression among them. So, it can be easily understood that the IR issues are very critical and it depends upon managers to make it simple. If you are interested in writing articles for us, [Submit Here](#) Share this Page on:

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*India and Industrial Relation: To understand the present industrial relation environment in India that influence by the great diversity of economy and other circumstances. Industrial relation shaped by the political, economic and cultural context in this country, and reflected in the particular policy, legal and institutional framework and.*

### Chapter 8 : HR Indya | Developments in Industrial Relations in India

*MEANING AND DEFINITION OF INDUSTRIAL RELATION The relationship between Employer and employee or trade unions is called Industrial Relation. Harmonious relationship is necessary for both employers and employees to safeguard the interests of the both the parties of the production.*