

## **UNIT – 1**

# **DEFINITION AND EVOLUTION OF INDUSTRIAL RELATIONS**

After completion of this chapter the student will be able to :

- Understand the definition, Nature, Scope, objectives and Evolution of Industrial Relations

## **STRUCTURE**

### **1.1.1. Introduction**

### **1.1.2. Importance of Industrial Relations**

### **1.1.3. Industrial Relations in India**

### **1.1.4. Nature of Industrial Relations**

### **1.1.5. Scope of Industrial Relations**

### **1.1.6. Objectives of Industrial relations**

### **1.1.7. Parties to Industrial Relations**

### **1.1.8. Significance of tripartite resolutions for Maintaining Harmonious Industrial Relations**

### **1.1.9. Definitions of Industrial Relations**

### **1.1.10 Evolution of Industrial Relations**

### **1.1.11 Conclusion**

### **1.1.12 Self Assessment Questions**

### **1.1.13 References**

## **1.1.1.INTRODUCTION:**

“Industrial relations” pose one of the most delicate and complex problems to modern industrial society. With growing prosperity and rising wages, workers have achieved a higher standard of living; they have acquired education, sophistication and greater mobility. Career patterns have changed for larger section of the people have been constrained to leave their farms to become wage-earners and salary-earners in urban areas under trying conditions of

work. Ignorant and drenched in poverty, vast masses of men women, and children have migrated to urban areas, the organizations in which they are employees have ceased to be individually owned and have become corporate enterprises. At the same time, however, a progressive, status-dominated, secondary group-oriented, universalistic, aspirant and sophisticated class of workers has come into being, who have their own trade unions and who have thus, gained a bargaining power which enables them to give a tough fight to their employers to establish their rights in the growing industrial society. As a result, the government has stepped in and played an important role in establishing harmonious industrial relations, partly, because it has itself become an employer of millions of industrial workers, but mainly because it has enacted a vast body of legislation to ensure that the rights of industrial workers in private enterprises are suitably safeguarded. Besides, rapid changes have taken place in the techniques and methods of production. Long established jobs have disappeared and new employment opportunities have been created, which call for different patterns of experience and technical education. Labour employer relationships have therefore, become more complex than they were in the past and haven't been given a sharp edge because of the widespread labour unrest. In the circumstances, a clear understanding of the factors which make for this unrest and which are likely to eliminate it would be a rewarding experience for anyone who is interested in industrial harmony.

### **1.1.2. IMPORTANCE OF INDUSTRIAL RELATIONS:**

Industrial relations constitutes one of the most delicate and complex problems of modern industrial society. With growing prosperity and rising wages, workers have gained higher living wages more education, sophistication and generally greater mobility. Career patterns have changed as growing proportions have been compelled to leave the farms and become wage and salary earners under trying factory conditions. Large numbers of men, women and children have concentrated in a few urban areas under mass ignorance, drenched in poverty and possessing diverse conflicting ideologies. The working organizations in which they are employed have become larger and shifted from individual to corporate ownership. There also exist progressive-achieved, status-dominated secondary group oriented, universalistic and aspirant-sophisticated class in the urban areas. Employees have their unions

### **1.1.3. INDUSTRIAL RELATIONS IN INDIA:**

India was greatly advanced in the field of industry and commerce in the past, as evidenced from its ancient literature. In ancient times the highest occupation in our country was agriculture followed by trading. Manual services formed the third rung of occupation. A large number of occupations was carried on by small manufactures in their cottages, mostly on hereditary basis. Ancient scriptures and laws of our country laid emphasis on the promotion and maintenance of peaceful relations between capital and labour. From the early days, craftsmen and workers felt the necessity of being united. The utility of unions has been stated in Sukla Yajurveda Samhita, "if men are united, nothing can deter them" the descriptions of unions of workmen in different occupations is found at many places in the Vedic literature and Shastras. Kautilya's Arthashastra gives a comprehensive picture of the organization and functions of the social and political institutions of India and good descriptions of unions of employees, craftsmen or artisans. During the period of Harsha we hear of "shrenis" and "Sanghs" as well as unions of labourers and employers at Kanauj or "kula" these guilds worked according to their own bye-laws for the management of the unions. However, they were entirely dependent on their masters and forced work was taken from them. Historical evidence further shows the existence of rules of conduct and prescribed procedure for the settlement of disputes for promoting cordial

relations between the parties. The working relations, however, in those days were more or less of a personal character and are very much distinguishable from the present day industrial relations as have gradually developed with the growth of large scale industries.

#### **1.1.4. NATURE OF INDUSTRIAL RELATIONS:**

Industrial relations do not constitute a simple relationship between the employers and employees. They are complex and multi-dimensional resting economic, historical, social, psychological, ethical, political, legal and other variables. It is a dynamic concept which depends up on the pattern of society, economic system and political set-up of a country and changes with the changing economic and social order. It is an art of living together for the purposes of production, productive efficiency, human well being and industrial progress., the existence of good human relations, organised labour movement, collective bargaining, fair dealing by management with the workers, joint consultation at all levels, etc. is necessary for the establishment and maintenance of harmonious industrial relations and for building up new attitudes and institutions.

Industrial relations in the modern times call for an interdisciplinary approach to their study. If we make industrial disputes the centre of a circle, it will have to be divided into various segments. A study of the conditions of work, mainly of the levels of wages and security of employment, comes under the purview of economic; their origin and development under history, the resultant social conflict under sociology, the attitudes of the combatants, the government and the press under social psychology; their cultural inter-actions under cultural anthropology; state policies bearing on the issues involved in the conflict under political science the legal aspects of disputes under law; the issues arising out of international aid (to combatants) under international relations; the technological aspects (for example. Control of temperature and introduction of rationalization) of disputes under technology; and the quantitative assessment of losses incurred by the parties and the country's economy under mathematics.

#### **1.1.5 SCOPE OF INDUSTRIAL RELATIONS:**

Industrial relations refer to the continuing relationship that emerges out of the day to day association between labour and management. There are two important aspects of such relationship:

- 1) Relations between individual workers and manager(s) called personnel relations
- 2) Collective relations between labour unions and management called labour relations or labour management relations. The pattern of labour management relations is shaped by state intervention.

#### **1.1.6. OBJECTIVES OF INDUSTRIAL RELATIONS:**

The primary objective of industrial relations is to bring about good and healthy relations between the two partners in industry-the labour and the management. It is on this objective that other objectives revolve. According to Kirkadly, "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 objectives into four.

- Improving the economic condition of workers in the existing state of industrial management and political government
- Control by the state over industries to regulate production and industrial relations;
- Socialisation or nationalization of industries by making the state itself the employer; and
- Vesting the proprietorship of the industries in the workers

The labour management committee of the Asian Regional Conference of the ILO has recognised certain fundamental principles as objectives of social policy in governing industrial relations with a view to establishing harmonious labour-management relations. They are

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 organizations are desirous of resolving their problems through collective bargaining though in resolving 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 relations should aid the maximum use of their process of mutual accommodation.
3. The workers and employers organization should be desirous of associating with government agencies in consideration of general, public social and economic measures affecting employers and workers relations.

#### **THE OTHER OBJECTIVES OF INDUSTRIAL RELATIONS AS FOLLOWS :**

4. To safeguard the interest of the labour as well as the management by securing the highest level of mutual understanding and goodwill between all sections in industry which take part in the process of production;
5. To avoid industrial conflicts, and develop harmonious relations, which is essential for productive efficiency of workers and industrial progress in a country;
6. To raise productivity to a higher level in an era of full employment by lessening the tendency of higher labour turnover and frequent absenteeism;
7. To establish and maintain Industrial Democracy, based on labour partnership not only for sharing gains of organization but of managerial decisions themselves so that individuals' personality is fully recognised and developed into a civilized citizen of the country;
8. To bring down strikes, lockouts and gheraos by providing better and reasonable wages and improved living conditions, and fringe benefits to the workers;
9. To bring about government control over such units and plants which are running at losses or where production has to be regulated in public interest; and

10. Through Industrial Relations, the state endeavours to bridge the gap between the imbalanced, disordered and maladjusted social order and the need for reshaping the complex social relationships adaptable to the technological, advances by controlling and disciplining its members and adjusting their conflicting interests-protecting some and restraining others-and evolving a healthy social order.

Therefore maintenance of good human relationship is the main theme of industrial relations, because in its absence the whole edifice of organizational structure may crumble down. As such the employees constitute the most valuable asset of any organization and consequently any neglect of this important source is liable to result in an increased cost of production, in terms of wages and salaries benefits and services; working conditions, increased labour turnover, absenteeism, indiscipline and cleavages; strikes and walkouts; transfer on the ground of discontent and the like besides deterioration of quality of goods and strained relations between the employees and the management.

On the other hand, a contented labour force may bring about outstanding success besides earning huge profits and goodwill for the enterprise and peaceful industrial atmosphere. Therefore, if the intrinsic abilities of employees is properly utilised, it may prove dynamic motive force for running the enterprise at its optimum results besides working as an elixir for maximum individual and group satisfaction in relation to work performed.

#### **The objectives of industrial relations include:**

- a) Promotion and development of healthy labour-management relations'
- b) Maintenance of industrial peace and avoidance of industrial unrest
- c) Development of industrial democracy.

### **1.1.7 PARTIES TO INDUSTRIAL RELATIONS**

Simply stated, industrial relations are the outcome of the employment relationships in industry. The state influences these relations to a great extent. Thus, there are three major variables in industrial relations:

- **Workers and their organizations:** the personnel characteristics of workers, their culture educational attainments, qualifications, skills, attitude towards work, etc. play an important role in industrial relations. Workers organizations, known as trade unions, are political institutions. Trade unions are formed for safeguarding the economic and social interests of the workers. They put pressure on the management for the achievement of these objectives.
- **Employers and their organizations:** the employers are a very important variable in industrial relations. They provide employment to workers and try to regulate their behavior for getting high productivity from them industrial unrest generally arises when the employers' demands from the workers are very high and they offer low economic and other benefits. In order to increase their bargaining power, employers in several industries have organised employers associations. These associations put pressure on the trade unions and the government. They also participate in tripartite bodies constituted by the government to regulate industrial relations.

- **Government:** the government exerts an important influence on industrial relations through such measures as providing employment, intervening in working relationships and regulating wages, bonus and working conditions through various laws relating to labour. The government keeps an eye on both the trade unions and employers organisations to regulate their behavior in the interests of the nation.

### 1.1.8 SIGNIFICANCE OF TRIPARTITE RESOLUTIONS FOR MAINTAINING HARMONIOUS INDUSTRIAL RELATIONS

In December 1947, the industries conference consisting of representatives of government, employers and workers unanimously adopted an important resolution on industrial truce. Some notable extracts from the resolution are as follows:

1. Increase in production which is so vital to the economy of the country cannot be achieved without the fullest cooperation between labour and management and stable and friendly relations between them.
2. The employers must recognize the proper role of labour in industry and the need to secure for labour fair wages and working conditions.
3. Labour for its part must give equal recognition to its duty in contributing to the increase of the national income without which a permanent rise in the general standard of living cannot be achieved.
4. Mutual discussion of all problems common to both and a determination to settle all disputes, without recourse to interruption in or slowing down of production should be the common aim of employers and labour.
5. Fullest use should be made of statutory and other machinery for the resolution of industrial disputes in a just and peaceful manner; where it does not exist, it should be created without delay. Such machinery should as far as possible be uniform throughout India.
6. There should be establishment of machinery for the study and determination of fair wages and conditions of labour, and fair remuneration for capital and methods of association of labour in all matters concerning industrial production.
7. There should be constitution in each industrial undertaking of works committee representing management and duly elected representatives of labour for the settlement of any dispute which may arise from day-to-day.
8. The conference invites labour and management to assist government to secure, promote and guarantee such agreements between the parties as will usher in a period of contented and orderly advancement towards a cooperative commonwealth.

### 1.1.9 DEFINITIONS OF INDUSTRIAL RELATIONS

“Industrial relations” refer to a dynamic and developing concept which is not limited to the “the complex of relations between trade unions and management” but also refers to the “general

web of relationship normally obtaining between employers and employees, a web, much more complex than the simple labour-capital conflict”.

Different authors have defined industrial relations, the definitions as follows:

- The term industrial relations explains the relationship between employees and management which stems directly or indirectly from union-employer relationship

**V. Agnihotri**

- Industrial relations are broadly concerned with bargaining between employers and trade unions on wages and other terms of employment. The day-to-day relations within a plant also constitute one of the important elements and impinge on the broader aspects of industrial relations

**C.B.Kumar**

- The field of industrial relations includes the study of workers and their trade unions, management and employers' associations and the state institutions concerned with the regulation of employment

**H.A. Clegg.**

- **The Labour Dictionary** defines 'industrial relations' as 'the relation between employers and employees in industry'.

- Industrial Relations is an art, the art of living together for purposes of production

**J. Henry Richardson**

- **According to Dale Yoder**, 'industrial relations' describe 'relationships between management and employees or among employees and their organizations, that characterize or grow out of employment'. In order that the term 'industrial relations' could cover every sector of the labour force in all parts of the world, the International Institute of Labour Studies has defined it as 'social relations in production'.

- Industrial relations is that part of management which is concerned with the manpower of the enterprise-whether machine operator, skilled worker or manager

**Bethel and others**

- Industrial relations may be defined as the relations and interaction in the industry particularly between the labour and the management as a result of their composite attitudes and approaches in regard to the management of the affairs of the industry, for the betterment of not only the management and workers but of the industry and natural economy as a whole.

- **According to John T. Dunlop**, 'Industrial societies necessarily create industrial relations, defined as the complex of interrelations among managers, workers and agencies of government'. Today, this term stands for such a wide variety of practices and institutions and has been used in such divergent contexts, that to define just an essence of it, is an extremely complicated task. However, a few elements of this term are clear. These are as follows:

- (i) Originally, the term stood for employer–employee relations in industry.

- (ii) (ii) Later on, when the workers organized themselves into trade unions and the latter started dealing with employers, trade union activities also came to be included under this term.
- (iii) Still later, when the relations between employers and employees came to be vested with public importance and ceased to be private, the state had to be involved in such relations. Therefore, the activities of the state designed to modify, regulate and control relations between employers and employees also became a part of industrial relations.
- (iv) The term 'industry' is no longer confined to a small segment of economic activity, but has come to include all gainful employments, including service under the state. The relationship between the state and its employees has also come to acquire many of the characteristics and features of employer–employee relationship in the industry. Therefore, employer–employees relationship under public services has also come to be covered by the term.

### **1.1.10. EVOLUTION OF INDUSTRIAL RELATIONS**

The origin of industrial relations lies in the employer–employee relationships. The moment workers are divorced from any ownership of the instruments, materials and means of production, they become wage-earners depending for their livelihood upon wages alone. The people who own the instruments and materials of production become their employers and own the products. In the beginning of the industrial society, the economic system consisted of a large number of small competitive businesses and industrial establishments, each employing a small number of workers. The relationship between an employer and his employees was informal, personal and intimate, but with the growth of the giant-sized joint-stock companies and business corporations, each employing in many cases thousands of workers, the relationship between the employer and his employees became no longer intimate and informal. Formal institutions grew up to regulate this relationship. Such factors as the intervention of the state, the growth of trade unions and their federations, employers' associations, the growth of the sciences of personnel management, industrial psychology and industrial sociology all have tended to influence the spirit and the course of the relationship between employers and employees.

These factors have changed the nature of employer–employee relationship and have converted this private relationship into a relationship of public importance, affecting the welfare of the community as a whole. One can no longer talk of the employer–employee relationship as the private concern of the employer and his employees only. The maintenance of industrial peace and the smooth functioning of industrial relations are the basic requirements of public welfare. The trade unions and their federations of today, as well as the large business corporations separately command an aggregate of power, which can be used for the welfare as well as for the disruption of society. The struggle between these two wings of industrial relations fighting for the sharing of the joint products of labour and capital is not a scene which one can view with equanimity. The result is that the problems of industrial relations, such as strikes and lock-outs, industrial discipline, hiring and firing, promotion and transfer, payment of wages, bonus and fringe-benefits have become essentially acute and demand understanding and constructive solutions.



### **1.1.11 CONCLUSION:**

Industrial system has brought about number of complexities which have rendered the management of people in an enterprises more difficult and complicated than ever before traditional industrial relations gradually giving place to modern industrial relations posing a variety of complex and complicated problems covering all levels of employees at various levels of management its main objective is to develop the cordial relations in the organization.

### **1.1.12 SELF ASSESSMENT QUESTIONS:**

- 1) Explain the concept of industrial relations and its significance in today's 21<sup>st</sup> century business
- 2) Define Industrial relations? Explain the concept of Evolution of Industrial relations
- 3) What is Industrial relations? Explain its objectives?
- 4) Explain the importance of IR in Indian industries?

### **1.1.13 SUGGESTED BOOKS:**

- 1) Salamon, Michael, Industrial Relations Theory and Practices, Prentice Hall, New Delhi, 1987.
- 2) Arun Moonappa, Industrial Relations, Himalaya Publishing House, New Delhi.
- 3) G.P. Sinha and PRN Sinha, Industrial Relations and Labour Legislations, Oxford & IBH, New Delhi, 1987.

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## **UNIT 1**

### **LESSON 2**

# **DOMINANT ASPECTS OF INDUSTRIAL RELATIONS**

After completion of this chapter the student will be able to

- Understand the dominant aspects of Industrial Relations

## **STRUCTURE**

### **1.2.1. Introduction**

### **1.2.2. Cooperation**

### **1.2.3. Conflict**

### **1.2.4. Self Assessment Questions**

### **1.2.5. Suggested Readings**

## **1.2.1 INTRODUCTION :**

There are two important aspects of industrial relations' scene in modern industrial society. These are: (i) cooperation and (ii) conflict.

## **1.2.2 COOPERATION :**

Modern industrial production is based upon cooperation between labour and capital. Here, labour stands for the workers who man the factories, mines, and other industrial establishments or services. Capital stands for the owners of business enterprises who supply the capital and own the final products. The cooperation between the two is one of the basic requirements for the smooth functioning of modern industries and growth of industrialization. This needs no further elaboration as it is clear that large factories and other business establishments cannot run successfully unless there is close cooperation between labour and capital. The very fact that the present industrial organization and the economic structure has been able to turn out a quantity of goods and services unprecedented in the history of mankind, is an index of the extent of cooperation between the two. Cooperation is the normal feature of industrial relations. However, this cooperation flows from the pursuit of self-interests both by the owners of capital and the owners of the labour power, that is, the workers. The owners of business enterprises offer employment, wages and other amenities of life to the workers. The workers in their turn offer their services. Thus, there is a fair degree of give and take and serving of mutual interests which is at the base of cooperation between the two.

But this cooperation is of a minimal degree and is nothing more than the mere coming together of labour and capital or the union and the management, and is devoid of any voluntary choice of, and regard for, the other as a partner. It flows from the necessity that some sort of working relationship has to be reached in order that the factory operations, on which both are dependent, may continue. Thus, it is necessary and functional cooperation, in the absence of which, neither of the parties can satisfy its needs/ interests.

### **1.2.3. CONFLICT**

The second aspect of the system of industrial relations obtaining today is the existence of conflict. Conflict, like cooperation, is inherent in the industrial relations set up of today. It becomes apparent when industrial disputes resulting in strikes and lock-outs become frequent. The prevailing industrial unrest, the frequency of work-stoppages resulting either from strikes or lock-outs, and the slowing down of production, are the occasional expressions of the ever present conflict between workers and management.

The daily newspapers give enough indication of the existence of industrial conflict. The maintenance of an elaborate machinery by the state for the prevention and settlement of industrial disputes flowing from industrial conflict is an indication of its extent and depth. In the case of physical health, we rarely pay attention to it so long as we are healthy; similarly, so long as industrial peace prevails and production of goods and services continues uninterrupted, there is little talk of cooperation between labour and management, but any work-stoppage caused by strikes or lock-outs is hotly discussed and debated; and solutions are suggested and remedies adopted. Thus, it is clear that the industrial relations' picture consists of two dominant aspects: cooperation and conflict.

### **1.2.4 SELF ASSESSMENT QUESTIONS**

- 1) Define Industrial Relations?
- 2) Explain the concept of Dominant Aspects of Industrial relations

### **1.2.5 SUGGESTED READINGS**

- 1) Mamoria CB, Dynamics of Industrial Relations in India, Himalaya Publishing House, Bombay.
- 2) Salamon, Michael, Industrial Relations Theory and Practices, Prentice Hall, New Delhi, 1987.
- 3) Arun Moonappa, Industrial Relations, Himalaya Publishing House, New Delhi.
- 4) G.P. Sinha and PRN Sinha, Industrial Relations and Labour Legislations, Oxford & IBH, New Delhi, 1987.

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**UNIT – I**  
**LESSON –3**

**NATURE OF INDUSTRIAL CONFLICT AND  
INDUSTRIAL DISPUTES**

After completion of this chapter the student will be able to

- Understand the Nature of Industrial Conflict and Industrial Disputes

**STRUCTURE**

- 1.3.1. Genesis of Industrial conflicts**
- 1.3.2. Definitions and Essentials of a Dispute**
- 1.3.3. Conflict and Dispute**
- 1.3.4. Nature of Industrial Conflict**
- 1.3.5 Results of Industrial Conflict**
- 1.3.6 Industrial Dispute**
- 1.3.7 Self Assessment Questions**
- 1.3.8 Suggested Readings**

**1.3.1 GENESIS OF INDUSTRIAL CONFLICTS:**

Modern industrialism has not been an unmixed blessing. It has created a yawning gulf between management and labour because of the absence of worker's ownership of means of production. Power has been concentrated in the hands of a few entrepreneurs, while a majority has been regulated 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 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 workers, to their distress, and even to violent activities on their part, which have hindered production and harmed both the workers and the employers.

'Conflict of Interests' of management and labour is the progeny of the capitalist form of economic organization, wherein the ambitions of parties involved are unlimited whereas the means to gratify them are limited and the end product of this dissimilitude is antagonism between the two parties. "The profit maximisation goal of management may demand changes in the types of goods produced, installation of new machineries, and adoption of newer methods of production involving loss of hard-earned skills, transfers, retrenchment and compulsory retirement of workers. On the other hand, the workers expect and demand stability in their income, security of employment, protection of skills and improvement in their status.

Profit maximization may also require authoritarian administration of the enterprise, closer supervision of workers, maintenance of strict discipline and complete obedience to the rules of

the enterprise. On the contrary, workers may demand a share in the management of the enterprise, a voice in the formulation of standing orders and scope for self-expression and a respect for the dignity of their individuality. Hence, it is not only the sharing of the fruits of the industry that generates conflict; the very fact of how production is to be carried on and how costs are to be shared also becomes a major source of conflict between management and labour

### **1.3.2 DEFINITIONS AND ESSENTIALS OF A DISPUTE:**

According to the Industrial Dispute Act 1947, section 2(k) Industrial dispute means any dispute or difference between employers and employees, or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or terms of employment or with the conditions of labour of any person.”

For a dispute to become an industrial dispute, it should satisfy the following essentials:

- 1) There must be a dispute or a difference (a) between employers and employees (such as wage – warfare where labour is scarce); (b) between employers and workmen (such as demarcation dispute); and (c) between workmen and workmen.
- 2) It is connected with the employment or non-employment or the terms of employment or with the condition of labour of any person (but not with the managers or supervisors), or it must be pertaining to any industrial matter.
- 3) A workman does not draw wages exceeding Rs. 500 per month
- 4) The relationship between the employer and the workman should be in existence and should be the result of the contract and the workman actually employed.

Industrial disputes, thus means dispute relating to existing industry, it must be a real dispute and the person regarding whom the dispute is raised and the parties to a dispute must have a direct or substantial interest.

The term “Industrial Dispute” has been interpreted and analysed differently in different case situations by the court. Some of the principles to judge the nature of a dispute were evolved by the courts as follows:

- 1) The dispute must affect large group of workmen who have community of interest and the rights of these workmen must be affected as a class in the interest of common good. In other words considerable section of employees should necessarily make common cause with the general lot.
- 2) The dispute should invariably be taken up by the industry union or by an appreciable number of workmen.
- 3) There must be concerted demand by the workers for redress and grievance becomes such that it turns from individual complaint into the general complaint.
- 4) The parties to the dispute must have direct and substantial interest in the dispute, i.e. there must be same nexus between the union which espouses the cause of the

workmen and the dispute. Moreover, the union must fairly claim a representative character.

- 5) If the dispute was in its inception an individual dispute and continued to be such till the date of its reference by the Government for adjudication, it could not be converted into an industrial dispute by support subsequent to the reference even of workmen interested in the dispute.

### **1.3.3 CONFLICT AND DISPUTE:**

Conflict as one of the features of industrial relations is a general concept, when it expresses itself or creates from it become a dispute i.e. industrial conflict is general whereas industrial dispute is specific. Industrial dispute in the literature including government publications, write Johri is used to denote work-stoppages as well as those differences between labour and management that are settled through the industrial relations machinery.

### **1.3.4 NATURE OF INDUSTRIAL CONFLICT**

Industrial conflict is human conflict. It is just one aspect of the general conflict inherent in the capitalist society, based upon the pursuit of self-interest in the economic life by every individual and the group to which he belongs. If an economic and social order is based upon the open acceptance of the principle that each individual is the best judge of his self-interest and he should be free to pursue this interest, conflict becomes inherent in that order. The industrial conflict between labour and capital is one manifestation of this all-pervasive conflict in the capitalist society. The coming together of workers motivated by their urge of obtaining the highest possible wages and the owners of capital motivated by profit maximization is the basic cause of industrial conflict in the capitalist economic system. The products of the joint efforts of labour and capital, that is, the output or proceeds of an enterprise being limited at a particular time, if more goes to labour in the form of higher wages and other amenities of life, less is available for profits to the owners of capital resources. Thus, at a particular moment of time, the satisfaction of the interests of labour conflicts with the pursuit of the interests of capital and the two groups become antagonistic to each other.

It has to be realized that this conflict is like the conflict between any buyer and seller. The seller seeks to sell his commodity at the highest possible price that he can extract and the buyer seeks to pay the lowest possible price. The workers are the sellers of the commodity—their labour power; and the employers buy this commodity. Even though the ILO may declare that 'labour is not a commodity to be sold and purchased', it continues to be so. Naturally, the determination of the price of labour including other terms and conditions of employment becomes the chief source of conflict between the employer and his employees.

Further, it has to be appreciated that the conflict is not personal, but results from the capitalist system itself. In a competitive market situation, the constant drive for cost reduction is needed for the mere survival of a business enterprise. The employer attempts to economize on wages also because they constitute an important element in the cost of production. But what is cost to the employer is the main source of income to the workers who seek to maximize their wages and industrial conflict is the result.

It is not that the employer is cruel and enjoys the sight of misery, disease, squalor and want among his workers. The point is that he cannot afford to be liberal and altruistic. He has his own limitations of the system.

Moreover, labour power is fundamentally different from any other commodity. Not only is the labour power a function of time and is, therefore, most perishable but also that it cannot be separated from the labourer. The labourer sells his labour power but retains it in his person. A seller is least concerned with what happens to the commodity after he has sold it. But a labourer is very much concerned with the way the employer uses the labour power, with the temperature under which it is used, speed with which it is worked, and the tension and the pressure that the use creates. Thus, the conditions under which the work is performed are also of utmost importance to the life and happiness of the labourer and do become a source of conflict.

Conflict of interests is found not only in the spheres of wages and profits alone, rather it bedevils the totality of relationship arising out of coming together of labour and capital in the capitalist form of economic organization. The profit maximization goal of management may demand change in the types of goods produced, installation of new machineries, adoption of newer methods of production involving loss of hard-earned skills, transfers, retrenchment and compulsory retirement of workers. On the one hand, the workers expect and demand stability in their income, security of employment, protection of skills and improvement in their status.

### **1.3.5 RESULTS OF INDUSTRIAL CONFLICT**

It requires not a very imaginative mind to realize the consequences of a situation full of conflicts. It is surprising that the existing set-up of industrial relations, whose roots lie in an all-pervasive conflict, functions at all. It is clear that such conflicts have adverse effects on industrial production, efficiency, costs, quality, human satisfaction, discipline, technological and economic progress and finally on the welfare of the society. Even in the absence of open strikes resulting in strikes and lock-outs, where the production machinery comes to a halt and the costs and losses are apparent, the corrosive effect of industrial conflict is much too widespread and deep to be neglected. A discontented labour force, nursing in its heart mute grievances and resentments, cannot be efficient and will not possess a high degree of industrial morale. Under such conditions, absenteeism and labour turnover increase, plant discipline breaks down, both the quality and quantity of production suffer, and costs mount up to the detriment of all concerned—workers, employers and consumers. In the end, the accumulation of these individual and collective resentments and dissatisfaction finds expression in violent strikes and lock-outs. Then, the realization comes that something is vitally wrong with the relation between the workmen and the employer and preventive and curative measures are urgently needed.

### **1.3.6 INDUSTRIAL DISPUTES:**

According to Sec 2 of the Industrial Disputes Act 1947, industrial disputes means any dispute or difference between employers and employees or between employers and workmen or between workmen and workmen, which is connected with the employment or non employment or the terms of employment or with the conditions of labour of any person. Industrial disputes are symptoms of industrial unrest in the same way that boils are symptoms of a disordered body. Industrial disputes may take the form of strikes, go-slow tactics, token strikes, sympathetic strikes, pen-down strikes, hunger strikes, bandhs, gheraos and lockouts.



A strike is stoppage of work initiated or supported by a trade union when a group of employees act together as a last resort to bring pressure on an employer, to resolve a grievance or constrain him to accept such terms and conditions of service as the employees want to enjoy. If, however, an employer closes down his factory or place where his workers are employed, or if he refuses to continue in his employ, a person or persons because he wants to force them to agree to his terms and conditions of service during the pendency of a dispute, the resulting situation is a lockout.

Procedure for avoiding strikes, lockouts and other forms of coercive, action, in connection with industrial disputes between trade unions and employers are generally laid down in the form of a clause or clauses in an agreement between the two. At the same time, it is also laid down that there shall be no stoppage of work and no coercive act on the part of either party, to a dispute till the procedures outlined in the agreement have been gone through and the two parties have been unable to come to a compromise or reach a settlement.

### **Classification of Industrial Dispute:**

The most common practice is to make distinction between two main types of disputes relating to terms of employment. They are.

- a) Dispute that arise out of deadlocks in the negotiations for a collective agreement, popularly known as *interest disputes*; and
  - b) Dispute that arise from day-to-day workers' grievances or complaints, popularly known as *grievance disputes*
- **Interest Disputes** : these dispute also called as 'conflict of interests' or economic dispute. They generally correspond to what in certain countries are called collective labour disputes. In general they relate to the establishment of new terms and conditions of employment for the general body of workers concerned. In most cases, the disputes originate from trade union demands or proposals are normally made with a view to the conclusion of a collective agreement, and a dispute arises when the parties fail in their negotiations to reach an agreement on the outstanding issues.

The expressions "conflict of interests" and economic disputes both describe the nature of the issues involved. Since there are generally no mutually binding standards that can be relied upon to arrive at a settlement of interest disputes, recourse must be had to bargaining power, compromise, and sometimes a test of economic strength for the parties to reach an agreed solution. Since the issues in such disputes are "compromisable" they land themselves best to conciliation, and are a matter of give-and-take of haggling and bargaining between the parties.

- **Grievance or Rights Disputes:** the dispute also known as conflict of rights or legal disputes. They involve individual workers only or a group of workers in the same group and correspond largely to what in certain countries are called individual disputes. They generally arise from day-to-day working relations in the undertaking, usually as a protest by the worker or workers concerned against an act of management that is considered to violate worker's rights.

Grievances typically arises on such questions as discipline and dismissal, the payment of wages and other fringe benefits, working time, over time, time off entitlements, promotions,

demotion, transfer, rights deriving from seniority, rights of supervisors and union officers, job classification problems, the relationship of work rules to the collective agreement and the fulfillment of obligations relating to safety and health laid down in the agreement. In some common countries grievances arise especially over the interpretation and application of collective agreements, grievance disputes are, therefore also called interpretation disputes. Such grievances, if not dealt with in accordance with a procedure that secure the respect of the parties, can result in embitterment of working relationship and a climate of industrial strife.

### **1.3.7 SELF ASSESSMENT QUESTIONS:**

- 1) Briefly explain the concept of Industrial Conflict?
- 2) Explain the classifications of Industrial Disputes

### **1.3.8 SUGGESTED READINGS**

- 1) Mamoria CB, Dynamics of Industrial Relations in India, Himalaya Publishing House, Bombay.
- 2) Salamon, Michael, Industrial Relations Theory and Practices, Prentice Hall, New Delhi, 1987.
- 3) Arun Moonappa, Industrial Relations, Himalaya Publishing House, New Delhi.
- 4) G.P. Sinha and PRN Sinha, Industrial Relations and Labour Legislations, Oxford & IBH, New Delhi, 1987.

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## **UNIT - 1**

### **LESSON 4**

# **INTERESTS AND RIGHTS OF DISPUTES RESULTS OF INDUSTRIAL CONSEQUENCES**

After completion of this chapter the student will be able to

- Understand the interests and rights of Disputes results of industrial consequences.

## **STRUCTURE**

### **1.4.1 Industrial dispute**

#### **1.4.1.1 Disputes concerning**

#### **1.4.1.2 Disputes concerning Rights**

### **1.4.2 Results of Industrial consequences**

### **1.4.3 Self Assessment Questions**

### **1.4.4 Suggested Readings**

## **1.4.1 INDUSTRIAL DISPUTES:**

A dispute between employers and workers or between employers and employers or between workmen and workmen which is connected with the terms of employment, conditions of labour or employment or non-employment of workers or other concerned persons. According to Sec 2 of the Industrial Disputes Act 1947, industrial disputes means any dispute or difference between employers and employers or between employers and workmen or between workmen and workmen, which is connected with the employment or non employment or the terms of employment or with the conditions of labour of any person. Industrial disputes are symptoms of industrial unrest in the same way that boils are symptoms of a disordered body Industrial disputes may take the form of strikes, go-slow tactics, token strikes, sympathetic strikes, pen-down strikes, hunger strikes, bandhs, gheraos and lockouts.

A strike is stoppage of work initiated or supported by a trade union when a group of employees act together as a last resort to bring pressure on an employer, to resolve a grievance or constrain him to accept such terms and conditions of service as the employees want to enjoy. If, however, an employer closes down his factory or place where his workers are employed, or if he refuses to continue in his employ, a person or persons because he wants to force them to

agree to his terms and conditions of service during the pendency of a dispute, the resulting situation is a lockout.

Procedure for avoiding strikes, lockouts and other forms of coercive, action, in connection with industrial disputes between trade unions and employers are generally laid down in the form of a clause or clauses in an agreement between the two. At the same time, it is also laid down that there shall be no stoppage of work and no coercive act on the part of either party, to a dispute till the procedures outlined in the agreement have been gone through and the two parties have been unable to come to a compromise or reach a settlement.

Another way of looking at industrial disputes could be to classify them on the American pattern, wherein disputes are categorized under two heads;

- 1) Disputes concerning and
- 2) Disputes concerning rights

There can be disputes regarding creation of specific rights and there can also be disputes regarding the implementation of these rights. The former disputes are said to be disputes regarding interests and the latter disputes regarding rights. An illustration would be useful to explain these concepts. A disputes concerning a general wage increase or the acceptance of seniority as the basis of promotion may be said to be a dispute regarding interests. The resolution of this dispute may create certain rights that are right to a higher wage or right to promotion on the basis of seniority. Later on, if the employer refuses to make payment according to the terms of the agreement or the adjudication award or refuses to make promotion in a specific case on the basis of seniority, disputes regarding implementation of the rights will arise. Therefore, they can be said to be disputes regarding rights.

Under the Indian context, disputes regarding the implementation of labour laws and regulations, standing orders, adjudication awards, collective agreements and settlements, wage boards' recommendations and administrative orders of the government will fall under the second category of disputes concerning rights. These disputes in American parlance are called grievances. The American union and managements are not prepared to submit to arbitration their disputes regarding interests, but often resort to arbitration as the last stage in setting disputes regarding rights. In the United States a trade union would be rarely prepared to submit its demand for a wage increase to arbitration, but once an agreement has been signed, the union may be willing to submit to arbitration disputes flowing from the implementation or the interpretation of the agreement

#### **1.4.2 RESULTS OF INDUSTRIAL CONSEQUENCE:**

Since industrial dispute exists wherever a difference exists, and a difference can exist long before the parties become locked in combat, therefore it is not necessary that they should have come to blows. It is sufficient that they should be sparring for an opening. Thus, whether it is overt type of dispute like strikes lockouts or of covert types like referred to the industrial relations machinery for settlement, the discontentment whether simmering or open is reflected in the behavior of the workers. A discontented labour force, nursing in its heart mute grievances and resentments, cannot be efficient and will not possess a high degree of industrial morale. Under such conditions absenteeism and labour turnover increase, plant discipline breakdown, both the quality and quantity of production suffer and costs escalate to the detriment of all

concerned-workers, employers, consumers and consequently the whole society. In the end accumulation of these individual and collective resentments and dissatisfactions finds expression in violent strikes, lockouts and gheraos.

As industrial dispute have adverse effects on industrial production, efficiency, costs, quality, human satisfaction, discipline technological and economic progress and finally one the welfare of the society, therefore, preventive and curative measures have to be urgently taken.

### **1.4.3 SELF ASSESSMENT QUESTIONS**

- 1) Briefly explain the concept of Results of Industrial Consequences?

### **1.4.4 SUGGESTED BOOKS**

- 1) Mamoria CB, Dynamics of Industrial Relations in India, Himalaya Publishing House, Bombay.
- 2) Salamon, Michael, Industrial Relations Theory and Practices, Prentice Hall, New Delhi, 1987.
- 3) Arun Moonappa, Industrial Relations, Himalaya Publishing House, New Delhi.
- 4) G.P. Sinha and PRN Sinha, Industrial Relations and Labour Legislations, Oxford & IBH, New Delhi, 1987.

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## UNIT – II

### LESSON 1

# CAUSES OF STRIKES AND INDUSTRIAL DISPUTES

After completion of this chapter the student will be able to

- Understand causes of strikes and Industrial disputes.

## STRUCTURE

### 2.1.1. Introduction

### 2.1.2. Meaning of strike

### 2.1.3. Types of strikes

### 2.1.4. Causes of strikes and industrial disputes

### 2.1.5. Self Assessment Questions

### 2.1.6. References

## 2.1.1 INTRODUCTION:

According to Sec 2 of the Industrial Disputes Act 1947, industrial disputes means any dispute or difference between employers and employers or between employers and workmen or between workmen and workmen, which is connected with the employment or non employment or the terms of employment or with the conditions of labour of any person.

Strike is a very powerful weapon to get its demands accepted by a trade union. It means quitting work by a group of workers for the purpose of bringing pressure on their employers to accept their demands. According to industrial disputes act, 1947. Strike means a cessation of work by a body of persons employed in any industry acting in combination, or a concerted refusal or a refusal under a common understanding of any number of persons who are or have been so employed, to contribute to work or to accept employment.

According to **C.W. Doten**, strikes are merely symptoms of more fundamental maladjustments, injustices and economic disturbances. Petterson views strike as a temporary cessation of work by a group of employees in order to express grievance or to enforce a demand concerning changes in work conditions.”

The word strike is derived from an old English word “strican” meaning thereby ‘to go away’ since in this form it industrial pretexts workers go away from their work called strike.

## 2.1.2 MEANING OF STRIKE:

The word "strike" generally, denotes refusal by the whole body of workmen to work in consequence of a dispute. It is an agreement among workmen not to work. It represents simultaneous stoppage of work on the part of the workmen, strike is generally resorted to induce the employer to agree the demands of the workmen, if causes detriment upon the economic position of the employer and ultimately renders the parties more and more amicable to compromise, more and more willing to procedure from various factors that have contributed to imposed. It is principal over manifestation of conflict. It is recognised weapon of the workmen for assisting their bargaining power and for tackling their collective demands upon an unwilling employer.

Accordingly the definition of strike postulates three main ingredients, namely, (1) plurality of workmen, (2) cessation of work or refusal to do work, and (3) combined or concerted action.

## 2.1.3 TYPES OF STRIKES :

There are many types of strikes. A few of them are mentioned below.

- *Economic strike,*
- *Sympathetic strike,*
- *General strike*
- *Sit down strike*
- *Hunger strike*
- *Slow down strike or Go - slow*

- **Economic strike**

- **Sympathetic strike:** it is a strike in which the striking workmen have no demands or grievances of their own against their employer but they strike work for the purpose of directly aiding or supporting others in their cause. In other words, the workers have no direct relation to advancement of interest of the strikers. Such strike is an unjustifiable invasion on the rights of the employers and is generally unlawful.

- **Sit-down strike:** *sit-down strike* is said to have occurred whenever a group of employees or others interested in obtaining certain objectives in particular business take possession of property of such business, establish themselves within the plant, stop its production and refuse access to the occupiers or to other desiring to work. It is the strike in the traditional sense to which is added the element of trespass of the strikes upon the property of the employer.

- **Hunger Strike:** such strike is resorted to either by the leaders of the union or by some workers all at a time or in a small batch for a limited period or by all workers en masse at some stage of the dispute, the purpose being to create sympathy into the heart of the employer and to attract the attention of the public. Resorting to hunger-strike may be for specific purposes: (1) for enforcing their legitimate demands for securing improvement in conditions of service in matters such as wages, dearness allowances gratuity, which are made by the work-men and which are either ignored by the employer or their consideration is prolonged for an undue long period; (2) for withdrawal of disciplinary proceedings against some workers; or (3) for releasing the arrested

workers.' Hunger strikes to redress any real or imaginary grievance are not misconduct provided it is of a non-violent nature and is resorted to peacefully.

- **Go-slow:** it is a picturesque description of deliberate delaying of production by workmen pretending to be engaged in the factory and is one of the most pernicious practices that discontented or disgruntled workmen sometimes resort to. "Go-slow" is a technical word which is used in describing the tactics of workers when they intentionally reduce the speed of the work to adopt dilatory tactics to reduce the production or efficiency while pretending to be engaged in the factory. In other words, it means anything less than normal work or output by a body of persons employed in any industry acting in combination or a concerted refusal or a refusal under a common understanding of any number of persons who are or have been so employed to continue to carry out their work in a normal manner with normal energy.

It is an alternative to strike in the sense that many times the works resort to go-slow when the union does not want to resort to full-fledged strike but still wants to take some alternative action which may be less risky but equally effective.

Go-slow by workmen has been held to be an insidious method of undermining the stability of a concern and is reprehensible in character. It has been castigated as worse than a strike for the simple reason that it means not only loss of production but added losses on the account of the running of all machines and equipment without putting these to proper and adequate use. Therefore go-slow has been considered a serious type of misconduct; and the workers who resort to go-slow can be dismissed.

- **General Strike:** It is one type of general strike where the workmen join together for a common cause and stay away from work. It is generally for a longer period. It amounts to strike in the legal parlance too.

## 2.1.4 CAUSES OF INDUSTRIAL DISPUTES/STRIKES:

It can be classified the causes of Industrial disputes into two broad groups.

- a) **Economic causes**                      b) **Non Economic causes.**

Economic causes includes wages, bonus, dearness allowance, conditions of work and employment, working hours leave and holidays with pay and unjust dismissals or retrenchment. Non economic causes includes recognition of trade unions, victimization, of workers, ill treatment of by supervisory staff, sympathetic strikes, political causes etc.

- 1) **Wages and Allowances:** since the cost of living has generally showed an increasing trend, the workers have been fighting for higher wages to meet the rising cost of living and to increase their standard of living. 34.1 percent of the industrial disputes in 1973 were due to demand for higher wages and allowances. This percentage was 36.1 percent in 1974. It decreased to 23.4 percent in 1976. During 1985, 22.5 percent of the disputes were due to wages and allowances. Also in recent years the real wage in Indian industry has declined or stagnated causing employees and unions to demand for an increase in their money wages.



**The wage issue is further aggravated by inter-union rivalry.** When a proposed wage settlement is found acceptable by one union speaking for a group of workers, other union/s claiming to represent the same group may reject it. Such rejection is not always based on merit, but may simply reflect union's political consideration and a strong of outside leadership. This precipitates a work-stoppage and generated the troublesome expectations of additional improvements in wage gains.

- 2) **Personnel and Retrenchment:** personnel and retrenchment causes have also been important. During 1973, 24.3 percent of the industrial disputes were because of dismissals, retrenchment etc. as compared to 29.3 percent in 1961. In 1976, personnel and retrenchment topped the list of causes of industrial disputes with 29.9 percent. The proliferation of personnel disputes, occurring on an average 24 percent of all disputes is a direct consequence of tremendous importance workers attach to permanent employment. With a widespread and continuously increasing in-employment. Those who are already in employment fiercely resist being thrown out. Trade unions take a serious view of fines, suspension, dismissal and retrenchment which constitute the core causes of personnel disputes. Dismissal and retrenchment amount to an industrial death penalty. Fine and suspension are significant not so much in themselves as because they can help build up a dossier against a worker, leading to his eventual dismissal.
- 3) **Bonus:** the term bonus implies a payment made to workers at the pleasure of the management. In our country, it is working class right supported by legislation, namely payment of Bonus Act, 1965. It regulates the awarding of bonus incomes in India. Besides the statutory minimum of 8.33 percent, over and above this minimum can be claimed, of course depending on the company's profits as reflected in the allocated surplus. The act also provided that the maximum liability of the management should but exceed 20 per cent of the workers annual wages. Bonus has been an important factor in the industrial disputes. 10.3 percent of industrial disputes in 1973 were because of bonus as compared to 6.9 percent in 1961. 13.8 percent and 15.2 percent of the disputes were due to bonus during 1976 whereas 4.2 in the year of 1987.

Moreover the availability of a significant guaranteed bonus earning as a permanent feature, largely independent of the employing organizations economic performance, must be seen by unions and workers as a positive achievement in its own right. And the ceiling of 20 percent provides a comfortable cushion against which unions could negotiate and use their bargaining power.

- 4) **Indiscipline and Violence** The number of disputes because of indiscipline and violence among the workers has been significant during 1987, 15.7 percent of the disputes were because of indiscipline and violence as compared to only 5.7 percent in 1973. This shows that indiscipline and violence have increased in industry during the past two decades.

Industrial work, being group work, cannot be carried on without discipline. Strict observance of discipline by both the parties has become an exception rather than the rule, the case of which might lie in political instability, autocratic style of the management etc. this spoils the cordial atmosphere between the labour and the management which ultimately give rise to industrial dispute.

- 5) **Leave and Hours of work:** Leave and hours of work have not been so important causes of industrial disputes. During 1973 1.5 percent of the causes were because of leave and hours of work. Their percentage share in the industrial disputes was 2.2 percent in 1977 and 1.8 percent in 1985. It got reduced to 0.2 percent in 1987.
- 6) **Miscellaneous causes:** miscellaneous causes include modernization of plant and introduction of automatic machinery, recognition of union, political factors etc. these factors have caused a significant number of industrial disputes in the country.

The whole concept of industrial relations revolves round the principle of friction dynamics which is the key to the establishment of harmonious relations between labour and management. We cannot think of any society completely oblivious of some sort of friction between labour and management.

- 7) **Other causes:** the most problematic of all the causes of disputes is the category others the common tendency is to cursorily dismiss this category as a resident and unimportant one. Included in this category are causes such as physical amenities, dispute over allotment of machines, refusal of workers to do their normal work, trade union recognition and inter-union rivalry. It is not the trivial reasons like demand for physical amenities, disputes over allotment of work/machines etc. which could cause 20 to 30 percent of all strikes. Surely it is issues relating to trade union recognition and inter-union rivalry which account for a major portion of this percentage.
- 8) **Psychological and social causes:** Roethlisberger and his associates showed that worker's contentment does not depend so much on the physical conditions under which they work or the amount of money they earn as on physical and social relationships they build up specially with fellow workers. That is, the behavior of the worker in industrial unit cannot be understood merely in terms of his urge to earn but as a product of various mental factors such as attitude of the management, the family and the wider community as well as his personal ambition.

Disequilibrium caused in his behavior by any of these factors renders the worker emotionally maladjusted and such person/s always carries the potent danger to industrial peace. Thus, the dispute may occur on account of clash of personalities, shaped by psychological and social factors.

- 9) **Political causes:** Resorts to strikes for political purposes have been frequent in India and also in the hitherto colonial countries. During the struggle for freedom, strikes had taken place on account of dismissals or disciplinary action against the workers for attending political meetings taking part in political demonstrations, etc. the party opposite to the party in power has reflected tendency to encourage its labour union to go on what is called political strikes/sympathetic strikes.

#### **Check list of the specific cause of industrial disputes**

##### **Economic**

- 1) **Division of the fruits of the industry**
  - a) Wage structure and demands for higher wages
  - b) Methods of job-evaluation
  - c) Deductions from wages

- d) Incentives
- e) Fringe benefits

**2) Methods of production and physical working conditions**

- a) Working conditions
- b) Technology and Machinery
- c) Layouts
- d) Changes in products

**3) Terms of employment**

- a) Hours of work
- b) Shift working
- c) Promotion and demotion
- d) Layoff, retrenchment and dismissal
- e) Job-security
- f) Retirement

**Institutional**

- 1) Recognition of union
- 2) Membership of union
- 3) Subjects of collective bargaining
- 4) Bargaining Unit
- 5) Union security
- 6) Unfair Practices

**Psychological**

- 1) Clash of personalities
- 2) Behavioural Maladjustments
- 3) Demands for recognition of workers' personality
- 4) Authoritarian administration
- 5) Lack of scope for self-expression and participation
- 6) Undue emphasis on discipline

**Denial of Legal and contractual Rights**

- 1) Non-implementation of labour laws and regulations, standing orders, adjudication awards and so on'
- 2) Violation of collective agreements, wage boards' recommendations, customary rights and privileges and so on.

**2.1.5 SELF ASSESSMENT QUESTIONS**

- 1) Define strike
- 2) Explain the different causes for strikes
- 3) Briefly explain the concept of Industrial Disputes/Conflict?

## **2.1.6 SUGGESTED BOOKS**

- 1) Srivastava, S.C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. New Delhi.
- 2) Mamoria CB, Dynamics of Industrial Relations in India, Himalaya Publishing House, Bombay.
- 3) Salamon, Michael, Industrial Relations Theory and Practices, Prentice Hall, New Delhi, 1987.
- 4) Arun Moonappa, Industrial Relations, Himalaya Publishing House, New Delhi.
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