

## **Role of Industrial Relation Measure in Reducing Industrial Unrest : A Case Study of Public and Private Sector Enterprise**

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### **Introduction**

Role of industrial Relation measure in reducing industrial unrest depends on wages and workers participation in management, monitoring of the scheme a time bound programme for implementation of the scheme within one year will be drawn up by the administrative departments concern. The Progress of the working of the scheme in individual understandings will be reviewed quarterly. In order to senior the implementations of the scheme and also to review its working from time to time and to suggest remedial measures, a tripartite machinery will be setup in the department of labour. We have discussed and examined various aspects of industrial relation public sector as Bokaro Steel Plant and Private sector as TISCO. The present study intends to make a comparative study of the implementations of

industrial relation in Bokaro Steel Plant a public sector under and Tata Iron & Steel Company Ltd. (TISCO) A private sector undertaking. The study is best on the analysis of man-days loss, capacity utilization, production loss, financial performance, labour productivity ratio and welfare measures implemented for the period of 1982 to 1987. Since than data was not available to scholar in spite of his efforts but position of industrial relation was more or less same till date. The credit for higher productivity rate of TISCO goes to pleasant industrial relations prevailing therein. The information contained in table is the testimony to the fact that a number a number of welfare measures were implemented by TISCO much in advance than the government of the day through to bring out legislation to make it mandatory on the industrial units. These measures generated

confidence in the workers of TISCO that their interest, in the hands of responsive management, is safe and hence their unions do not resort to coercive measures or disrupt production. The public sector undertaking which were expected to prove themselves as model employers and promoters of good industrial relations have not been able to achieve the objective assigned to them. The even increasing trade unionism in these units is now threatening the very existence of the undertakings. We can compare after study of above public sector as SAIL and Private sector as TISCO in which more beneficial TISCO as following as

CAPACITY UTILIZATION OF SELEABLE STEEL			CRUDE STEEL PRODUCTION			
Plants	1985 (%)	1986 (%)	1987 (%)	2009 (MT)	2014 (MT)	2019 (MT)
Tata Steel	98	102	110	5.646	9.155	16.81
SAIL	74	79	79	13.41	13.57	16.266

given data below.

Source NPC Research Section Productivity. 1988 XXVIII – 4 p.393, 403 and Tata Steel INVESCO Presentation.

After study a case of public and private enterprises, we found pivot point of above compare as such as related to collective bargaining along

with we express the view of its as following as under:-

**Concept :** Collective bargaining is the process of negotiation between the management and the representatives of the workers. Regarding the terms and conditions of services, especially of compensation. Workers can be represented by trade union leaders while the managements are represented by the representatives of the organizations. This process can stop the unrest Role of Industrial Relation Measure in Reducing Industrial Unrest. That reason, we had study about A Case Study of Public and Private Sector Enterprise.

**Nature :** So, we can easily say about bargaining system. That it is not evident that collective bargaining is a negotiation between managements and their workers regarding the various aspects of service and mutual relations. It has become a part of personnel practices in India which is a means of industrial democracy. The participants in bargaining usually negotiate on behalf of their respective institutions. Hence it safeguards the interests of both the parties. Bargaining is the process of meeting. Presenting demands discussing presenting counterofficers

Haggling Cajoling threatening and a host of other activities which go into the negotiation of an agreement. Collective bargaining is a process which imposes certain restrictions upon the employer. Unilateral action is prevented. Management must bargain with the union on matters of misunderstanding, negotiations and disputes. Equal treatment should be given to all workers leaving no room for any partiality. The conditions of 'employment can be changed only at fixed intervals and with the consent of the labour organization. The employer is no longer free to make and enforce employment decisions at his own sweet will. The success of collective bargaining depends on mutual regard and respect and this is not a temporary or once-for all phenomenon. Collective bargaining is a continuous process. Even after an agreement is reached a number of aspects remain incomplete, for new situations always crop up. These situations require negotiations, Interpretations and get-together. Local Industry wise and nationwide labour relations and developments affect the agreements once reached. Since negotiations for a new agreement are under way. Collective

bargaining maintains continuity as a process, Thus collective bargaining sets the ground for a continuous process of mutual relations.

An affective collective bargaining may avert untoward situations of air act actions in the industry. It is this context that the scope of collective bargaining attains wider dimensions.

**Scope :** Nobody would dare to claim that collective bargaining is a panacea for all the ills of labour management relations. There is no formula that will tell exactly what a worker's wage should be job a valuation will provide certain data that help in establishing the internal relationship of one job to the other but subjective judgment must enter into the determination of precise amount. In this and in many other matters we cannot be certain. That the employer will arrive at the correct answer so we are not certain that the decision made through collective bargaining will be always right. But in matters involving equity and right treatment, the voicing of all interests will probably lead to better decision the collective bargaining process is not so easy and often exasperating. It is, however, the best answer available to a problem that defies

quantitative measurement and exact answers.

Effective collective bargaining contributes to solve strategic problems of labour management relations at the enterprise and industry levels. It enables the parties to arrive at joint compromise on common problems managements may lose their unilateral discretion on essential issues that affect the workers on the one hand while they can take the workers into their confidence regarding the problems that affect both of them on the other. This would help avoid and avert undesirable situations and direct action while it stimulates productivity. Thus a peaceful environment essential for progress can be created by establishing cordial mutual relations. Since both the employers and the employees arrive at a mutual agreement they come to know about each other more closely which helps them to maintain more cordial relations. ILO observes, "collective agreements provide the climate for smooth progress the agreements spell out the working relationship between employers and workers" organization in which a synthesis between the demands for

one side and concessions for the other can be given practical shape.' The trade unions and the workers are better off since their views and interest are taken into account, while employers are not worse off since they are able to take the workers into their confidence. This would lead to good employer-employee relations, industrial peace and prosperity.

**Collective Bargaining In The Indian Context:** The system of collective bargaining was introduced in the industrial relations machinery in India after world war II in 1950. Then Indian industry faced certain problem of modernization. Since then the system has spread to most prominent sectors of our economy. The new industry groups engineering, chemicals, etc., with a higher degree of professionalization in management have developed collective bargaining practices to build stable relations with labour. It has been customary to blame trade unions for their multiplicity and fragmented in character.

Labour which observes "Except for the industrial relations legislation in some states where arrangements for recognition of unions exist (like the BIR act in Maharashtra), there is

no provision for statutory recognition of trade unions for the country as a whole. Neither are there any provisions which require employers and workers to bargain in Good faith.

### **Case Studies Of Collective Agreements in Bokaro Steel Plant :**

Case studies of collective agreements reached in BSP can provide the nature of issues resolved is agreements concluded between in a management of BSP and its workman represented by the BSWU. With this view in mind a short recital of some important collective agreements is given below.

**Agreement of March 1.1973 :** The secretary Bokaro steel workers' union submitted a 59 point chapter of demands to the management of Bokaro Steel Ltd. consequent upon failure of the parties to settle the demands mutually. Conciliation proceedings were held by Dy. Labour commissioner and C.O.B.S.City on several dates and finally on 28th February, 1973 as result of which the following settlement was reached:-

**Demands:-** The union demanded that personal pay should be taken into account for the purpose of fixation of the pay consequent upon promotion.

**Demands:-** Selection of such employees who are presently working on contract basis on construction work for appointment on similar post in operation will be done on the basis of their seniority and interview.

**Demands:-** The representative of the management clarified that so long construction work continues. Employees required for construction work will have to be appointed on contract system but this depend on the nature of the job.

**Demands: -** The management agreed in principle to generally allot quarters to the employees on seniority basis in their allot quarters to the employees on seniority basis in their eligible slab except in such cases which are considered essential and emergent.

**Demands:-** Normally nurses sick room is used for Nurses only and the practice would continue in exceptional cases where other female employees may also be accommodated.

**Demands: -** During the course of discussions, the representative if the union raised the demand for the continuance of leave encashment which has recently been withdrawn.

The management assured that they would put up the leave encashment matter before the board's next meeting and will obtain their approval. It was agreement and a shall cooperate actively in maintaining industrial peace and harmony.

This settled all outstanding disputes of the union till date. After study the case, we can reach the best conclusion, if management could accept the problem alongwith free-

from its problem to employee. We can definitely say that it will be never faced by developed industry from reducing industrial unrest.

**Reference:**

1. Yoder, Dale, Personnel principles and policies, p. 97.
2. Labour economics and industrial relations.
3. ILO (Collective Bargaining and conciliation)
4. Indian Journal of industrial relations Vol. 12.