Literature Review: A study of Industrial relation management in Indian ordnance factories in Madhya Pradesh

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Abstract

In simple industrial relations deals with the employee and employer relation in order to solve dispute and to reduce the chance of dispute towards create healthy working environment. Now days it has become soul responsibility to each and every industry to develop and maintain latest and effective management relations system to make employee motivated, Efficient and satisfied. Presently Industrial relation management system frequently modifying by all the industry and making their employee aware, the management of Indian relation is vital issue because it generally increase co-operation of employer and employee for effective working conditions.

Keywords: Industrial Relation, Employee Relation, Working Condition

Introduction:
The industrial relation management system includes various types of rules and regulation formed by the government for the protection and proper justice with employee during the different working conditions and proper solution of any dispute with employer. These types of regulations and rules enable employee to protect their rights and make them satisfy during the working.

This research study deals with the Industrial relation management in Indian ordnance factories in Madhya Pradesh, for this purpose three ordnance factory has been selected such as Ordnance Factory Itarsi (OFI), Ordnance Factory Khamaria (OFK) Jabalpur and Ordnance Factory Katni (OFKAT).

For this purpose of research various aspect and dimensions of Industrial relation management has been discussed and identify from employee point of view and according to the rules and regulation of factory act. These all dimension such as Disputes settling machinery, Trade Unionism, Worker Participation in Management, Labor Law Reforms and Collective Barging.
Industrial Relation Management

Industrial relation is a multidisciplinary filed that studies that employment relationship. Industrial relations is increasingly being called employment relations or employee relations because of the importance of non-industrial employment relationships; this move is sometimes seen as further broadening of the human resource management trend. Indeed, some authors now define human resource management as synonymous with employee relations. Other authors see employee relations as dealing only with non-unionized workers, whereas labor relations are seen as dealing with unionized workers. Industrial relations studies examine various employment situations, not just ones with a unionized workforce. However, according to Bruce E. Kaufman "To a large degree, most scholars regard trade unionism, collective bargaining and labor-management relations, and the national labor policy and labor law within which they are embedded, as the core subjects of the field."

Initiated in the United States at end of the 19th century, it took off as a field in conjunction with the New Deal. However, it is generally a separate field of study only in English-speaking countries, having no direct equivalent in continental Europe. In recent times, industrial relations have been in decline as a field, in correlation with the decline in importance of trade unions, and also with the increasing preference of business schools for the human resource management paradigm.

Literature Review

Rajni Pathania (2012) examines the Industrial relation in India in the Era of liberalization. The focus of this study is trends in Intensity of industrial disputes, its causes and the growth of TU in India during the year 1992 - 2011. Results indicates that there is acceptable IR in India, due to the growth of TU and continuous decline in industrial strikes and lockout during the said study period.

Apoorva Ghosh (2012) “A Contemporary Model for Industrial Relations Relook from Global Perspective” attempts to query what IR is and analyzes the ways in which it has been defined and understand since its beginning. This paper attempts to suggest a model for IR, so that it can involve all the addressed as well as unaddressed issues. Afterward, this model tested with what have been the academic opinions of how IR should change & respond to the existing realities. The article concludes by proposing empirical testing of this model in the service economy of post-industrial era when we have knowledge workers instead of blue-collar workers, flat team-based structures instead of hierarchy and participative control rather than bureaucracy.

Abhishek Gupta (2014) in his study entitled, “Trade Unions & Industrial Relations”, has described that, over the last 20 years, there has been considerable debate about the impact of TU on Productivity, and the implications of different types of labor-market arrangements for economic performance. The most effective way of improving
competitiveness is to weaken TU and remove the regulatory structures & rules that restrict managerial decision-making. This research has reviewed a key point to come into view is the importance of the IR climate in improving organizational performance. A positive and cooperative labor management relationship, with extensive joint decision-making, appears to be advantageous to greater organizational efficiency.

**Sian Moore & Stephanie Tailby (2015)** expressed their views in his research paper under title heading “The changing face of employment relations: equality and diversity”. The principle of this paper is to explore what has happened to the concept & reality of equal pay over the past 50 years in the UK. It does so in the context of women employment levels based on labor market participation though their continued over-representation in part-time employment, locating the narrowed but persistent overall gender pay gap in the UK. Finally, this paper suggests the need of a legal framework in order to establish wages equality.

**Priya Shrivastava (2015)**, The New Age Path of Industrial Relations, she has described that the main architecture of the Indian IRS was established prior to Independence and leftovers mostly untouched. The nature of this system is highly centralized and the Govt. is the main arbitrator between capital & labor. This article provides a broad overview IR and the labor market reform debate that has arisen in the context of economic changes in India. The structure of the Indian labor market, the overwhelming size of the informal or ‘unorganized' workforce, and its location outside the industrial system is the fundamental challenge facing Indian IRS.

**Rajesh H & Dr. P.K. Manoj, (2013)**, Industrial Relations in the State” has concluded that to avoid conflicts or disputes, an organization should ensure Code of Conduct that each individual organism must follow the Code of Discipline in the organization formulated by the Govt. and made applicable to management and employees. Encourage the mutual trust between the two main actors of IRS should help to manage cooperation, confidence and respect, between the employees and management. The authors suggest establishing the followings in order to minimize the ID: (1) Works Committees (2) Process of CB (3) Wage Boards (4) Grievances Procedures (5) Standing Orders (6) Joint Management Councils, and (7) Suggestion System.

**Archna Bhat & Ravikant Swami (2014)** described that the tendency of industrial conflicts in our country, right from the economic reforms due to changes in composition & structure base. This study found that number of work disputes, man-days lost, and workers' involvement in disputes showed a gradual decline over the recent years. The numbers of workers involved in strikes were more than the number of workers involved in lockouts and the man-days lost in lockouts were more than the man-days lost in strikes. Intolerance, indiscipline & violence were found to be the prime causes of industrial disputes. Production losses due to disputes were higher in the private sector than the public sector. The study concluded that economic reforms certainly have shifted the power in the hands of the employees.

**Sushmita Srivastava (2011)** under the topic “Commitment & Loyalty to Trade Unions: revisiting Gordon’s & Hirschman’s Theories”. This article presents an integrated model
of the process by which union commitment & loyalty are developed & retained by TU. She argues on the need to view commitment & loyalty as two distinct constructs. The objective is to start re-conceptualization of the differences between union loyalty & union commitment by revisiting Gordon's Four Factor Theory of Commitment and Hirschman's Exit Voice Loyalty Theory. The paper finds that TU participation is better induced through union loyalty than union commitment.

J. S. Sodhi, (2013) “Trade Unions in India: Changing Role and Perspective” reflects the TU economic contribution in the context of the strong past legacy. The thrust of TU activities has been to engage in the traditional functions of welfare & economic improvement of workers. TU, working in tandem with the Govt. in the first three decades after independence, ensured that workers were well protected and given all the benefits. In view of the globalization challenges, there is a steady change and the managements & unions are entering into CB contracts for improvements in productivity of the organization.

Santosh Govind Gangurde (2014), “The Indian Trade Union Movement: New Challenges” put forward his research paper on has illustrated that the Labor market regulations and CB have emerged as crucially important issues in a globalized economy. Given that globalization without doubt involves economic restructuring, the promoter of globalization – World Bank & IMF – increasingly argue that employment has to be sufficiently adaptable to assist adjustment & stress on flexibility in labor markets. Undoubtedly, this has led to reduced job – security and in formalization of labor markets. In this picture today TU face a multitude of challenges from various quarters. The factors like diversity of interests of the working class, the new management techniques that blunt union tactics, the forces of globalization etc., all constitute challenges to the effective working of TU today. In the view of the changing concerns, TU will have to reorient their strategies if they want to successfully meet the new challenges.

Paul Nowak (2015), “The Past and Future of Trade Unionism” expressed his views in his research paper under title heading. This paper concludes that the last past five decades has been a period of change and turbulence for the movement, and suggests that this trend will likely be remaining in the decades to come. Although external political & economic aspects will have an important bearing on unions’ scenario, he finally argues that unions remain powerful agents of change in their own right and that a revival of organized labor is not beyond question.

Rhokeun Park (2015), “Employee participation and outcomes: organizational strategy does matter” expressed his views in his research paper under title heading. The principle of this paper is to investigate the mediating role of Perceived Organizational Support in the relationship between WPM and organizational commitment, and the moderating role of organizational strategy in those relationships. He found that Perceived Organizational Support mediated the relationship between employee participation and organizational commitment, and that participation practices were related more strongly to Perceived Organizational Support and Organizational
Commitment in companies with a prospector or analyzer strategy than in companies with a defender strategy.

Conclusion

S.K. Khola & O.S. Yadav (2012), includes various aspects of HRM, IR and relevant legal provisions concerning the settlement of industrial disputes and possible improvements have been presented and discussed in his study. The views expressed in this paper will be quite useful in handling and solving the problems that are crucial in context of the HRD, for better management and for maintaining peaceful and productive environment in any industrial establishment. Considering all the elements such as employer & employee relationship, TU activities, involvement of the state to regulate & control the relation in industries, the term IR can be taken to stand for TU, Employers & Govt. relationships in employment. Simon Deakin & Antara Haldar (2015) examines the current policy dialogue around the Labor Law reforms in India. Building labor market institutions is a long-term process which requires investment in state capacity for the management of risks associated with the transition to a formal economy. This research paper stated that the Labor Law Reform is currently on the political agenda in our country, particularly in the governance of Modi-led Govt. India’s labor laws are almost five decades old and are said to suffer from inflexibilities that vulnerable for economic development. Worker-protective labor laws are discouraged FDI and cut out the growth of employment in India. The strict regulation of employment retrenchments in Part V-B of the Industrial Disputes Act-1947 has been a particular focus of criticism. Critics of this law say that it aims larger plants & enterprises for regulation and simultaneously discourages the growth of small firms. Devi Suman (2014) verifies that WPM can be considered as an advanced form of Worker-Management Teamwork. It is an icon of joint and cordial relationship, which explains the extent of adjustment between the workers & management for the maintenance of peaceful and harmonious environment in the organization. A main aim of this scheme is to help in increasing production and productivity and sharing the gains of productivity.
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