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**CONCLUSIONS AND SUGESSTIONS**

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### **CONCLUSIONS AND SUGESSTIONS**

#### **9.1 CONCLUSION**

The New Industrial Policy has created a new economic environment and the rapid changes occurring in the world throw up very exciting in the world throw up very exciting time for the industrial relations professionals. But amidst all the excitement, let us not forget to understand life in its totality. If we truly believe in human development, our role is to contribute to the wellbeing of the larger system in general and unorganized sector in particular, of which we all are a part. We have to resist meaningless or life-negative changes and to create change which is life affirming and sustainable for the planet as a whole.

The economic measures adopted by the government under the New Industrial Policy have for reaching implication for, among others, the Industrial Relations. In India the three main actors namely management, trade unions and the state have been playing a key role in determining the employment relationships, the rules governing their relationships and other aspects of Industrial Relations. The traditionally performed roles by these three actors too are undergoing changes in the new industrial

environment. The managements hold a positive view point but the challenges and tasks to succeed are enormous. The trade unions initially reacted against the policy but are gradually accepting the need to change. The state is steadfastly, announcing policies but is showing a weak commitment to their implementation.

The basic objective of the New Industrial Policy is to transform the country into strong, stable, attractive, efficient, competitive and vibrant economy. The New industrial Policy whose three main building blocks are deregulating, competitive efficiency and globalization, should convince the captains of our industry, both in the public and private sectors that quality and productivity are the key elements for surviving in competitive domestic and international markets. The study reveals that there is a need to harmonies the labour policy, because, at present they are at variance to each other. The effectiveness of the existing Indian labour laws could be raised by proper implementation of the same and only few dimensions need to amend.

Since technological changes are inevitable for development, what the trade unions can do it is to create a positive environment to manage technological changes. The major aim should be to protect the workers legally and to prevent layoffs.

Negotiations should lead to the implementation of more labour intensive technologies and satisfactory adjustments for those who are adversely affected. A high wage level according to skills, lesser working hours, shift duty, abandoning of overtime and adequate training could also be alternatives worthy of consideration.

The changes are adopted by the managements but without preparing a proper infrastructure for proper introduction and implementation. Industrial relations processes are comprehensive and strategic developments covering the entire gamut of industrial technological organization complexities.

The changing scenario needs to be viewed from the conceptual, infrastructural, co-ordinate, operational levels. Industrial relations as a process of interaction between and among all human resources in the organized sector of activity, individually and collectively, and with external environment, is neither perceived nor is there a perception that industrial relations is basically a strategic activity concerned with arriving at the 'Rules of the game' to be observed and enforced by all the players related to the organized sector.

While conceding that access to modern technology is essential for a developing country like India where

the need for better and cheaper products is felt, any sudden up gradation of technology can lead to different kinds of problems for instance, the displacement of workers. Any change in the existing structure, technology or process should be brought in gradually, after preparing the much needed infrastructure before initiating the actual change process.

So, the study on 'the impact of New Industrial Policy on Industrial Relations' shows that this has been given a red carpet welcome. Indian industry was desperately wanting to unshackle it self from the clutches of licensing, bureaucracy etc. We are late on the highway of business. We have entered when the highway is already overcrowded. But it is better to be late then never. This shows it as a gateway to our progress & prosperity.

## **9.2 SUGESSTIONS**

Due to New industrial Policy our protected boundaries have been thrown open to the world markets. Today, we have to compete with the well managed multinationals. There are various undercurrents playing their roles. But in order to survive we have to be tough and strong.

The following paragraphs consist of some suggestions which provide us a guideline to move on the path of success and prosperity. We have to live and struggle to survive. The following suggestion will guide our path.

**A. TRADE UNIONS :** - The trade unions to be efficient must set sound goals and achieve them effectively. The trade union movement in India is undergoing retarded growth. The reason identified as the causative factor is weak leadership, membership, and finances of the unions. There are other factors which are responsible for this; they are political affiliations and multiplicity of trade unions. There is a need to go for the practice of "one industry, one union" philosophy. Literacy is another aspect where our workers fall back. This is one area which causes serious concern because the current industrial environment needs an enlightened work-force with multi-skilling and high productivity potentials. There also exists a need to bring an attitudinal change among our workers. There also exists a need to bring an attitudinal change among our workers. There is a need to develop a strong internal leadership. The trade unions need to take up the workers education programmes more seriously.

**B. MANAGEMENT:** - The management of any organization has an upper hand because the authority is vested in its hands. The new technology should be adopted to hold a good place in the market but its introduction calls for proper infrastructure formulation. The management needs to win the confidence of their workers in order to meet the challenges posed by the new industrial environment. There exist a need to become truly professional because work culture, job satisfaction, employees moral, profit-sharing, workers participation in a management are a few theoretical concepts which need to be implemented properly now.

Apart from the routine challenges a management faces they have to face the fierce competition in the international and domestic markets that the multinational companies shall pose. Attention needs to be given to Research and development, retaining, redeploying and retraining the workers, adopting turn around strategies, going for reengineering and empowerment of workers. In short, management of change within the organization and outside the organization is the main challenge the management face today.

Fierce competition is the order of the day and every industry can survive only if it becomes competitive

price wise and quality wise other Indian and International companies. The attempt should be to top people's commitment and capacity to learn at all levels in an organization. Changes need to be brought in terms of attitudes, strategies, structure, style of operations, policies, systems, objectives.

This can be done only through Human Resource Development. Total employee involvements, Total quality management, Restructuring, Enriching work culture are a few areas which need to be taken up pretty seriously. There is a need to utilize the Human resource Development sub-systems properly which in turn would go towards harmonious industrial relations and organizational effectiveness.

**C. STATE:** - Efforts should be made to promote trade unions and make them free from political affiliations. Unfortunately the community of workers in the organized sector is viewed by the politicians as a vote bank and hence trade union movement is hampered by political interference.

There exists a need to amend certain provisions in the existing Indian Labour laws and make their implementation just and effective with regard to time and money. Efforts should be made to promote productivity or collective bargaining's and lessens the overdependence on the adjudication process as a



means to settling the industrial disputes. It has been long since when the New Industrial Relations bill and Participation of Workers in Management Bill, 1990 have been proposed but once again a lot of time is being taken in introducing it polarization of political parties and practice of "one industry, one union" could be fruitful efforts in this directions. There exists a need to install professional killer – instinct among the managements of Indian Business Houses and the Indian Workforce.

**D. INDUSTRIAL DISPUTE'S ACT, 1947 :-** The Industrial Disputes Act, 1947 should be amended on the following lines.

- ❖ The act has separately laid down a list of public utility services in which conciliation is compulsory but optional in other cases. The reference of disputes for adjudication is also at the discretion of the government. These provisions must be dropped. The reference must be automatic and not at the discretion of government.
- ❖ Go-slow, which has become very common now a day, should be treated as a strike now a day.
- ❖ Any strike decision must be supported by a 2/3<sup>rd</sup> majority of the workers of the establishment ascertained through secret ballot and after due publication of the final offer of the management in the conciliation proceedings.

- ❖ The majority union should be given an exclusive right to negotiate with the employers on any subject that is of inserted in the act on similar lines at that of the Bombay Industrial Regulation Act, 1946, to treat any agreement entered into between the reorganized union and the management as binding on all the workmen and employer, his hires and successors and also on the minority unions. The minority unions should not be allowed to challenge an agreement arrived at by the majority union and no right to raise a dispute over any collective issue except through the recognized union during the period of operation of the agreement.
- ❖ In order to avoid long delays in the labour courts and industrial tribunals, a time limit of one year must be laid down to give their awards. In this regard, it may be useful to consider the suggestions of the Kantharia Committee regarding curtailing delays in adjudication. The committee has recommended that pre-trial hearing should be made compulsory in each and every dispute, and it is only when a settlement fails during the pre-trial hearing that the regular trial should start. If adopted, this method will eliminate requests for adjournment by the parties on the ground that the matters are likely to be settled.
- ❖ Another useful suggestion made by the committed is that when the parties to a dispute are not likely to reach a settlement in conciliation, the conciliation officer at the request of either party shall issue

certificates to them to that effect. Thereupon, any of the parties may approach directly the labour court/ industrial tribunal and file a reference for adjudication under the central act with in a period of two months.

- ❖ The act should provide a sound structure to trade unions and effective bi-partite mechanism for resolving industrial conflicts at the plant and industry level and a tripartite standing commission at the state and national levels to resolve the issues which defy solution at the bi-partite level. This is what the NCL recommended in 1969 and it is not too late to accept some of their recommendations which were largely based on consensus.

The existing machinery for settling industrial disputes is slow-moving, cumbersome and outdated. This causes frustration among the parties. The best way to deal with this problem would be to streamline and strengthen the industrial relations machinery. The government, which is very keen to maintain the best of industrial relations, will have to formulate a decisive and definite policy in regard to industrial relations.

Speedy action must be taken to remove the grievances of the workers. They can become source of employee unrest if their grievances procedure must be simple, time-bound and should but should not exceed four stages.