

**A STUDY ON INDUSTRIAL RELATIONS -WITH REFERENCE TO TOBACCO
INDUSTRY IN GUNTUR DISTRICT**

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ABSTRACT

The major problem of today is how to introduce conditions for good industrial relations in an organization. In fact, the squeeze on perks placed on managers has led them to think whether they should also be part of a strike movement and whether they need a union. This has led to a climate of demoralization in the private sector". The typical reaction of a newly unionized manager is that whilst he supports the management position as ever, he feels, he needs the protection of a union. Thus, an increasing number of managers are joining unions. Most of the studies show that there is a relation between Industrial relations and employees' performance. So there is a need for the organization to provide conducive relations' climate to the employees. Organizations find it difficult to understand what type of climate that the employees preferred because employees' perceptions differ from time to time and from situation to situation. So the researcher has studied the perception of employees on industrial relations in selected tobacco companies i.e. M.L Group, Ethnic tobacco, Bommidala tobacco and ITC, in Guntur district.

Key Words :

strikes,
 unions,
 Industrial relations,
 demoralization,
 squeeze on perks.

INTRODUCTION

Industrial relations is indeed the most difficult aspect of HR from a human relationship angle and it is here that one needs to be really value based and transparent. This does not by any means imply that one must be reduced to becoming a simpleton or give up his mental ability to reason like a bridge player. It only means that he must mean what he says, be fair and forthright and never give up the humane touch. This is especially so in the 21st century, where HR managers have been reduced to becoming persons who can cut down manpower costs on behalf of the management (owners) and keep the workers collectivity at bay. Trade unions, some say are withering away. Others argue that they are to be treated with care since managers of discontent lead them. Whatever may be the ideological stand, the fact remains that industrial relations is too important a function to be treated lightly even in the high tech sector of industry where false consciousness and high attrition levels prevent unionization.

The decline in collective bargaining has had substantial implications, while strikes and protests are common global phenomena but violence and killing is not at all justifiable under any circumstances as it is a pure case of disruption of law and order situation. This surge in violence disturbing industrial relations has become a concerning situation for all. On 8th January 1979, N.P. Godrej, Vice-Chairman of Godrej & Boyce Pvt. Ltd., was stabbed by an unidentified knife-wielding assailant. This resulted in wide-spread feelings of indignation tinged with despair over the issue of violence in the labour movement.

On September 22, 2008 the CEO of Graziano Transmission India, the Indian unit of an Italian auto component maker, was clubbed to death by a group of 200 workers. Some other incidents are in March 2011, a Deputy General Manager (Operations) of Powmex Steel, a unit of Graphite India Ltd. was killed after his vehicle was set afire by irate workers, in November 2010 an Assistant General Manager of Allied Nippon, an auto parts maker, was stoned to death by angry workers, in September 2009 the Vice-President (HR) of Pricol was beaten to death by agitating workers, and many more.

The most recent worst form of industrial unrest was witnessed in the Maruti Suzuki India Ltd, Manesar plant, in July 2012, where workers went into riotous, leaving its General Manager (HR) dead and 100 other officials laid up in hospital with serious injuries. Thus the labour situation had deteriorated and industrial relations' situation had declined, not only in the low-wage segments of Indian industry, but also in the relatively high-wage segments, with over 30 per cent of all strikes in 2000-2012 having taken place in relatively large and modern factories including Tata Electric and Locomotive Company Ltd, Phillips India Ltd., Larsen & Toubro Ltd., and Guest, Keen, Williams Ltd.

Where the Labour law seeks to regulate the relations between an employer or a class of employers and their employees. In the above instances the Labour laws failed to harmonize the problems and make consensus between the

employees and employers, because of loop holes, Problems of enforcement and compliance of labour laws these created breakdown of industrial relations and the employees made ridiculous activities.

Realizing the importance of industrial peace, the Government have passed necessary legislations from time to time to provide for better relationships between management and workers. In this regard, it is important to discuss the concept of Industrial Relations. So the researcher has discussed the same below.

Review of literature:

Christian Lévesque (2015) in his research paper "Labour Relations Policies in Multinational Companies: A Three-Country Study of Power Dynamics" he assumed that multinational companies will, to some extent at least, adapt their practices to host country environments. This three country comparison between Argentina, Canada, and Mexico shows that a policy of strong engagement with trade unions requires the presence of actors that can mobilise power resources. It is when both management and workers have power resources that subsidiaries are more likely to develop a policy of strong engagement with trade unions. Anne Cox (2015) in her research paper "The pressure of wildcat strikes on the transformation of industrial relations in a developing country: The case of the garment and textile industry in Vietnam" Focused on seven organisations. One from Hong Kong, three South Korea, and three Taiwan, operating in the garment and textile industry, he argued that the transformation of the Vietnamese industrial relations system has had very limited impact on the nature and capacity of trade unions. At the workplace level, the 'race to the bottom' has led to violations of labour rights. Furthermore, he argued that rapid industrialisation and social transformation coupled with the increasing structural power of capital have escalated labour conflicts and strikes in Vietnam. It is underline the importance of involving workers and their representatives, be it official or unofficial, in the process of change and transition. Peter Boxall (2014) in his research paper "The future of employment relations from the perspective of human resource management", defined 'human resources' as the overt talents and underlying characteristics that people possess, and identifies three agendas in human resource management: the individual, the organisational and the societal/global. He identified the academic discipline of human resource management (HRM) on understanding the psychological and social processes inside the 'black box' of the firm, in encouraging the study of mutuality and sustainability in employment relationships.

Naga Nirmala and Naga Raju (2014) "Role of Trade Unions – A Critical Dimension on Organisational Climate: A Study in Two Thermal Power Stations-NTTPS and KTPS", Equality of treatment at work or hiring, promotions, transfers, provision of maternity benefits, along with wider issues having implication for the entire workforce were taken care in the negotiation of existing unions, by providing counselling to the employees in the organisation. The management

should increase worker participation and develops a sense of belongingness and oneness to all the employees in the organisation.

Janis Bailey (2014) in his article "Australian unions and collective bargaining in 2014" concluded that the published data suggested declines in union membership and industrial conflict, but union members still appeared to achieve small real wage gains even if their non-union counterparts could not. Union campaigning continued, including in the low-paid area, but was more defensive as the environment was less friendly towards the low-paid and vulnerable, and observed that instead of building on previous gains, unions became more defensive in the face of increasing economic and institutional hostility.

Arputharaj and Gayatri (2014) "A Critical Analysis on efficacy of mechanism to Industrial Disputes Resolution in India," this article is an informative guide to the current practical aspects of industrial dispute Settlement in India. It demonstrates the salient weaknesses of Indian labour legislation. First, the legislation allows for a multiplicity of unions that thereby resulting in an intense inter-union rivalry that generates a large number of industrial disputes. Second, the dispute resolution machinery has increasingly failed to bring about timely agreements and reduce the number of workdays lost due to work stoppages. Finally, there seems to be a need to encourage parties to use collective bargaining, rather than rely on third party dispute resolution, and suggested that, the Presence of a powerful collective bargaining machinery and proactive communication between the management and the unions not only minimises the grievances but also promotes healthy industrial relations. Virmani (2013) in his working paper "Employee Relations: Emerging Issues and Challenge" he stressed the role of professional bodies like International Federation of Training & Development organisation (IFTDO) and Indian Society for Training & Development (ISTD) will be to increase the capability of human resources to meet the challenges of future Technological & Competitive Environment. Thus giving a new direction to future employee relation's scenario, where the accent will be on co-operation and not necessarily conflict.

Need for the Study:

As per the available survey of literature, it has come to know that most of the surveys have not been conducted on empirical basis. The articles written by practitioners are based mostly on their experiences. Studies based on field study are very limited. As for the Tobacco industries in India it remains un-trodden and no study have been undertaken in this vital industry so far. It is in this context the present study assumes importance and seeks to contribute for a clear understanding of the employee relations practices in tobacco industry.

Research Question:

The success of an organization depends upon the quality of Industrial Relations. Since the quality of industrial relations cannot be measured, it will be perceived that by the employees in different dimensions, it may difficult to

understand the present position of Industrial Relations. Employees' perception about the relations influences the employees' involvement and commitment to the organization. So the perception of the employees about the industrial relations helps the organisation to achieve the goals of the organisation. Therefore, the research questions addressed in this study are:

1. Whether the employees have positive opinion on Trade Unions and collective bargaining.
2. Whether the workmen have positive attitude in the settlement of Industrial disputes and the procedure following to redress their grievances.
3. Whether the perception of workmen is favorable for their participation in management.
4. Whether they are satisfied with the existing wages and facilities being provided in their organisation/industry.
5. What are the perceptions of workmen in the maintenance of harmonious and cordial relationship with the management/Trade unions.

Objectives of the Study:

The present study mainly focuses on the employees' perception towards Industrial relations. It further concentrates on each of the variables of Industrial relations selected for the study. The objectives of the present study are:

- To examine the opinion of employees on trade unions and collective bargaining.
- To assess the attitude of employees towards industrial disputes and grievance redress procedure.
- To determine the employees' perceptions on workers participation in management and quality of work life.
- To ascertain the perception of employees with reference to the perceptual difference, among the employees, and
- To put forth certain conclusions and suggestions based on the findings that have been arrived.

Hypothesis of the study:

The study is conducted by applying the following hypothesis:

H01: There is no significant relationship between respondent’s demographic variables and Industrial relations practices in the organisation.

H02: There exists no difference of opinions between the respondents on union activities, grievance process and participative schemes.

Ho4: unions as well as management are not playing active role in the employee problem solving.

Sources of data:

To fulfil the aforesaid objective and to analyse the hypotheses the data were collected through primary and secondary sources of data. The primary data are collected through survey method. Survey is conducted using well-formulated questionnaire. Simple random sampling is applied for selecting the sample. Samples for the purpose of the study are selected systematically. Totally 400 questionnaires are distributed among the total employees of tobacco companies in Guntur district of Andhra Pradesh who are around 6000. Out of the distributed questionnaires, 90 are not usable. Only 310 of them are found suitable for primary data analysis. Hence, the exact sample size is 310 (5% of population). The Secondary data will be collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company/Bank Publications, Manuals and Booklets.

Questionnaire Design:

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to Employee work place relations. The first part of the questionnaire comprises personal and organizational details with optional questions. The second part includes statements relating to elements (variables) on employment relations with Likert’s 5 point scale, of one represents strongly dis-agree and five represents strongly agree.

Data Analysis:

The primary data will be collect and analyses by using Statistical Package for Social Sciences (SPSS) version 20 of computer packages.

Table-1 Socio economic profile of the respondents

Gender	Frequency	Per cent	Age	Frequency	Per cent
Male	306	99	Up to 25 years	40	13
Female	4	1	26 to 30	55	18
Total	310	100	31 to 35	88	28
			36 to 40	55	18
Educational Qualification	Frequency	Per cent	Above 41	72	23
Below SSC	166	54	Total	310	100
Intermediate	33	11			
Graduate	43	14	Experience	Frequency	Per cent
Post-graduate	31	10	Below 5yrs	37	12
Technical	37	12	5-10 Years	118	38
Total	310	100	10 to 15 years	82	27
			Above 15 Years	73	24
			Total	310	100

Source: Primary data

Table 1 exemplifies the Age-wise distribution of the respondents. It is evident from the above data that a majority (28) of the respondents are in the age group of 31-35 years while 23 per cent of the respondents are ‘above 41 years of age group. Surprisingly 18 per cent of the respondents each from the age groups of 26-30 years and 36-40 years are considered in the sample. The least percentage i.e. 13 per cent respondents’ age is less than 25 years. and it is concluded that majority of the respondents is male with 99 per cent and the remaining small and negligible per cent of 1 are female.

Education has a formative effect on the mind, character or physical ability of an individual. As such, the higher the academic qualification, the greater the amount of maturity can be expected in human beings. As the educational background of people has some bearing on their perceptions about various aspects of work culture and lifestyle, their academic details are accorded due weightage in the present study. Further, certain academic and technical qualifications are mandatory to be eligible to certain posts in the organisation.

Table 1 indicates the experience of the respondents who figured in the sample. For the convenience of analysis the researcher has taken four groups into consideration in relation to their experience:

Respondents

- a) with less than five years experience
- b) whose experience is 5 to 10 years
- c) who have 10 to 15 years of experience and
- d) having more than 15 years of experience in the organisation

The data reveal that a majority (38%) of the respondents has accumulated between 5-10 years of experience while 27 per cent respondents has 10-15 yrs of experience. Further, 24 per cent respondents put in more than 15 years of the experience whole the remaining 12 per cent respondents are below 5 years of experience. The experience of its employees enriches the quality of output of an organisation.

As income plays a vital role in any organisation, the researcher has classified the monthly Income variable into four categories mentioned above for his convenience. It is divulged from the data that a vast majority i.e., 62 per cent respondents of the sample are earning a monthly income of 10-15,000 followed by 17.4 per cent respondents who receive below 10,000 per month. The monthly income of 10.3 per cent respondents is in between 15-20,000 while the remaining 8 per cent respondents are in receipt of more than 20,000. It can be concluded that tobacco industry, pays its employees according to their qualification, work and experience in the organisation while taking other aspects into consideration.

Factor Analysis:

Table-2 Descriptive Statistics

	Mean	SD
Trade Unions	4.1047	.25070
Collective Bargaining	4.0574	.32008
Industrial disputes	4.1887	.38567
Industrial relations:	4.1813	.29763
Grievance procedure	4.0366	.36316
Workers participation in manage	4.1326	.29963
Quality of work life	3.9476	.29107

The above table depicts the Average scores and standard deviations of each and every dimension related to Industrial relations.

The average Score of Industrial disputes (4.1887) is greater than the remaining dimensions which suggest that the employees who were working in the organization opined more optimistic on this dimension than the remaining dimensions. Further, this score is greater than four, which also reveals that respondents are more than satisfied level whereas for the dimension Quality of work life (3.9476) the score is less than the remaining, which suggests that for this aspect, respondents are nearer to satisfied level.

When reactions of respondents were expressed for each parameter, industrial disputes (0.38567) have greater variation which can be said that respondents are of different opinions in this aspect. For Trade unions (0.2507) the variation is low when compared with other dimensions.

Correlation Matrix^a

	Trade Unions	Collective Bargaining	Industrial disputes	Industrial relations:	Grievance procedure	Workers participation in manage	Quality of work life
Trade Unions	1.000	.186	.176	.228	.494	.205	.122
Collective Bargaining	.186	1.000	.223	.162	.181	.156	.157
Industrial disputes	.176	.223	1.000	.166	.139	.151	.107
Industrial relations:	.228	.162	.166	1.000	.329	.287	.092
Grievance procedure	.494	.181	.139	.329	1.000	.736	.644
Workers participation in manage	.205	.156	.151	.287	.736	1.000	.217
Quality of work life	.122	.157	.107	.092	.644	.217	1.000
Trade Unions		.001	.001	.000	.000	.000	.016
Collective Bargaining	.001		.000	.002	.001	.003	.003
Industrial disputes	.001	.000		.002	.007	.004	.030
Industrial relations:	.000	.002	.002		.000	.000	.049
Grievance procedure	.000	.001	.007	.000		.000	.000
Workers participation in manage	.000	.003	.004	.000	.000		.000
Quality of work life	.016	.003	.030	.049	.000	.000	

a. Determinant = .595

The above table is an abridged version of the R-matrix. The top values of this table contain the Pearson correlation coefficient between all pairs of the factors whereas the bottom values contain the single-tailed significance of these coefficients. This correlation matrix is used to check the pattern of relationships. At first the significance values are scanned and looked for variables for which the majority of values are greater than 0.05. Then the correlation coefficients are scanned themselves and looked for any greater than 0.9. If any are found then there is a problem of singularity in the data and those variables are to be remove. The above table brings to notice that there is a significant correlation between each and every pair of dimensions. To sum up, all the factors correlate fairly well and none of the correlation coefficients are particular large; therefore no need to consider eliminating any dimension in this stage.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.585
Bartlett's Test of Sphericity	Approx. Chi-Square	158.788
	df	21
	Sig.	.000

The above table reveals the KMO statistic which varies between 0 and 1. A value of 0 indicates that the sum of partial correlations is large relative to the sum of correlations, indicating diffusion in the pattern of correlations (hence the factor analysis is likely to be inappropriate). A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors. Here the value is greater than 0.5. So it can be said that the range of being is good.

Bartlett's measure tests the null hypothesis that the original correlation matrix is an identity matrix. For factor analysis to work some relationships between variables is needed and if the R-matrix are an identity matrix then all correlation coefficients would be zero. Therefore, this test is significant (i.e., have a significance values less than 0.05). The significance of chi-square value tells us that the R-matrix is not an identity matrix; therefore, there are some relationships between the variables to include in the analysis. For this data, Bartlett's test is highly significant (p<0.001), and therefore factor analysis is appropriate

It is cleared that in KMO statistic our value is 585. That means there is eligibility for making comparison due to pattern of correlations are relatively compact. According to the result of Bartlett's test it is known that there is probable significant relation between dimensions of the company and further steps for analysis can be executed. Regarding to communalities if 1.000 is the basis, extraction values indicates relativity of factors which are less than 1.000.

Communalities

	Initial	Extraction
Trade Unions	1.000	.691
Collective Bargaining	1.000	.487
Industrial disputes	1.000	.457
Industrial relations:	1.000	.674
Grievance procedure	1.000	.723
Workers participation in manage	1.000	.517
Quality of work life	1.000	.623

Extraction Method: Principal Component Analysis.

The above table shows the communalities of extraction. Principal component analysis works on the initial assumption that all variance is common; therefore in initial the communalities are all 1. The communalities in the column labeled extraction reflect the common variance in the data structure. So, for example, it can be said that 69.1% of variance associated with trade unions is common, or shared, variance. Another way to look at these communalities is in terms of the proportion of variance explained by the underlying factors.

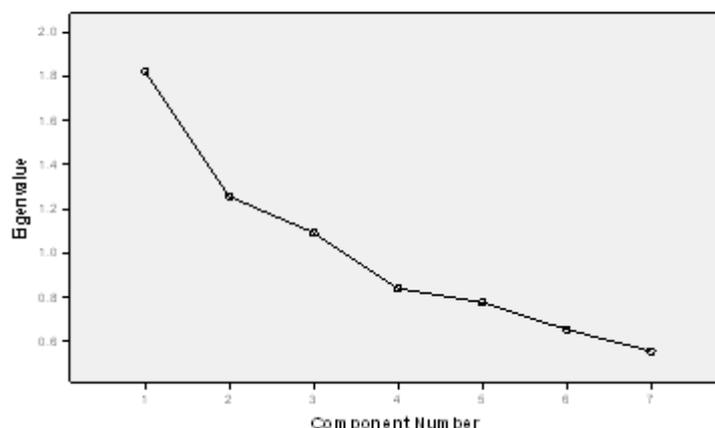
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.823	26.043	26.043	1.823	26.043	26.043
2	1.256	17.945	43.989	1.256	17.945	43.989
3	1.093	15.609	59.598	1.093	15.609	59.598
4	.840	12.003	71.601			
5	.777	11.098	82.699			
6	.654	9.347	92.046			
7	.557	7.954	100.000			

The Eigen values associated with each factor represent the variance explained by that particular linear component and also display the Eigen value in terms of the percentage of variance explained. So factor 1 explains 26.043 % of total variance; It should be clear that the this factor explain relatively large amount of variance then followed by the second factor with percentage 17.945 and third factor 15.609. Therefore there are three factors extracted among all with Eigen value greater than 1. About total variance of factors when Eigen values are observed, three factors got large variance. Even remaining factors are also variated, but shown as very negligible. That’s why screen plot shows differentiation of factors in that mode.

The screen plot graphs the Eigen value against the factor number. One can see these values in the first column of the table immediately above. From the fourth factor on, one can see that the line is almost flat, meaning the each successive factor is accounting for smaller and smaller amount of the total variance.

Scree Plot



On the basis of Varimax rotation with Kaiser Normalization, three factors emerged. These factors are constituted of all those variables that have factor loadings greater than 0.5. Thus, the first factor consists three dimensions (Trade unions, Collective Bargaining, Industrial Disputes). These three are combined together to get one factor and it is conceptualized as “union activities”. Further for the second component there are two dimensions in which the values are greater than the remaining dimension values thus these two dimensions combined together to get one factor extracted and it is conceptualized as “Grievance procedure”. This factor consists of the dimensions such as Workers participation in management and quality of work life. Further for the third factor only one dimension is extracted i.e., grievance procedure. So this can be conceptualized as the same as the dimension.

Rotated Component Matrix

	Component		
	1	2	3
Trade Unions	.760	-.321	-.105
Collective Bargaining	.629	.248	.172
Industrial disputes	.626	.210	.146
Industrial relations:	.060	.286	.767
Grievance procedure	.126	-.189	.819
Workers participation in manage	.114	.681	.200
Quality of work life	.044	.777	-.130

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 5 iterations.

a. Rotation converged in 5 iterations.

Differences between employees on industrial relations dimensions

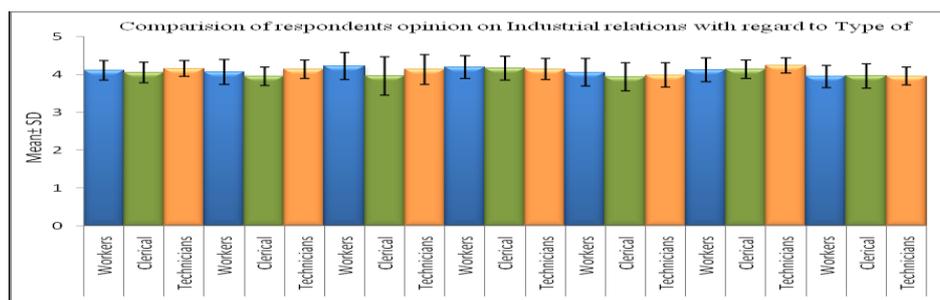
Dimension	Union	n	Mean	SD	F-Value	P-Value	Decision
Trade unions	Workers	252	4.1068	.25159	1.463	0.233	Not Significant
	Clerical	31	4.0440	.27260			
	Technicians	27	4.1549	.20764			
Collective Bargaining	Workers	252	4.0624	.33247	2.765	0.065	Not Significant
	Clerical	31	3.9470	.24603			
	Technicians	27	4.1376	.24338			
Industrial disputes	Workers	252	4.2232	.35849	7.058	0.001	Significant
	Clerical	31	3.9597	.50455			
	Technicians	27	4.1296	.39450			
Industrial Relations	Workers	252	4.1881	.29783	0.412	0.663	Not Significant
	Clerical	31	4.1645	.31786			
	Technicians	27	4.1370	.27756			
Grievance procedure	Workers	252	4.0549	.36588	1.842	0.16	Not Significant
	Clerical	31	3.9355	.36686			
	Technicians	27	3.9815	.31802			
Workers participation in management	Workers	252	4.1214	.31296	1.710	0.183	Not Significant
	Clerical	31	4.1355	.24297			
	Technicians	27	4.2333	.20381			
Quality of work life	Workers	252	3.9459	.29457	0.022	0.978	Not Significant
	Clerical	31	3.9556	.31713			
	Technicians	27	3.9537	.23035			

Source: Primary data

From the above table, it is concluded that except for the dimension of Industrial disputes all the remaining dimensions show insignificant difference in the opinion of the respondents with regard to the type of unions i.e., all the three types of union respondents opined in a similar passion on all the dimension related to Industrial relations. Whereas for the dimension Industrial disputes, the average opinion score of workers is significantly greater than technicians followed by clerical at 5 per cent level of significance as per the ANOVA test value. Further, the average opinion scores of all the type of unions are very

close to "4" i.e., the respondent opinion on all the aspect are more than satisfaction level. It is also observed from the above table that the average opinion scores of technicians and workers are little bit greater than clerical union but the difference is not that much significant statistically. The same is mentioned below as an error bar diagram.

Comparison of respondent's opinion on industrial relations



CONCLUSION

Demographic factors such as age, education, designation, experience, income have impact on the variables of industrial relations. There is an association between industrial relations variables and demographic factors. On the basis of demographic factors there is a difference in the perceptions of employees towards industrial relations. On the whole the perceptual difference among the employees of tobacco industry over industrial relations is underpinned through empirical evidences. This section also reveals the predominant factors in the perception of employees possessing the incidental influence over industrial relations.

Scope for further Research:

- A comparative study of employees' perception of industrial relations variables between departments, between branches, between nations of the organization can be studied for future research.
- The industrial relations variables of public sector can be compared with private sector.
- Other industrial relations variables can be used to measure perceptions of employees.

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