

HUMAN RESOURCE MANAGEMENT

CHAPTER PRESENTATION ON:

INDUSTRIAL RELATIONS

CONCEPT

- Industrial Relations (IR) refers to a dynamic and complex relationship between employers and employees which is a web of much more complex than the simple concept of handling labour-capital conflict.
- IR also referred as 'Employee Relations' or 'Human Relations'.
- The concepts that have become the main sources of Industrial Relations strategy formulation for progressive organization are:-
 - Productivity
 - Competitiveness
 - Job-hopping
 - Downsizing
 - Union-free organization.

Some Definitions.....

- According to **Encyclopedia Britannica** IR is defined as,
- “ The concept of industrial relations has been extended to denote the relations of the State with employers,workers,and their organisations.It includes individual relations & joint consultation between employers and workers at their places of work; collective relations between employers & trade unions; & the part played by the State in regulating these realtions.”
- According to **Armstrong** Industrial Relations are
- “Concerned with the system & procedures used by unions & employes to determine the reward for effort & other conditions of employment,to protect the interests of the employed & their employees,& to regulate the ways in which employers treat their employees.”

OBJECTIVES

- To establish harmonious relations between operatives & management.
- To avoid industrial conflicts.
- To raise productivity in the organization
- To avoid governments interference in the working of the relationship between employees & employer.
- To curb employee turnover & absenteeism

CONCEPT OF INDUSTRIAL DISPUTE

- “Industrial Dispute means any dispute or differences between employees and employers & employers & workmen or between workmen or workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour of any person.”
- In general terms it can be said that it is an expression of differences over some issues of interest between two or more parties.

CAUSES OF INDUSTRIAL DISPUTES

1).ECONOMIC FACTORS:

- Wages
- Incentives
- Benefits
- Working conditions

2).MANAGEMENT PRACTICES:

- Unfair Labour Practices
- Ineffective Supervision
- Violation of Acceptable Norms

3).TRADE UNION PRACTICES:

- Union Rivalry
- Non-cooperative approach

4).LEGAL & POLITICAL FACTORS:

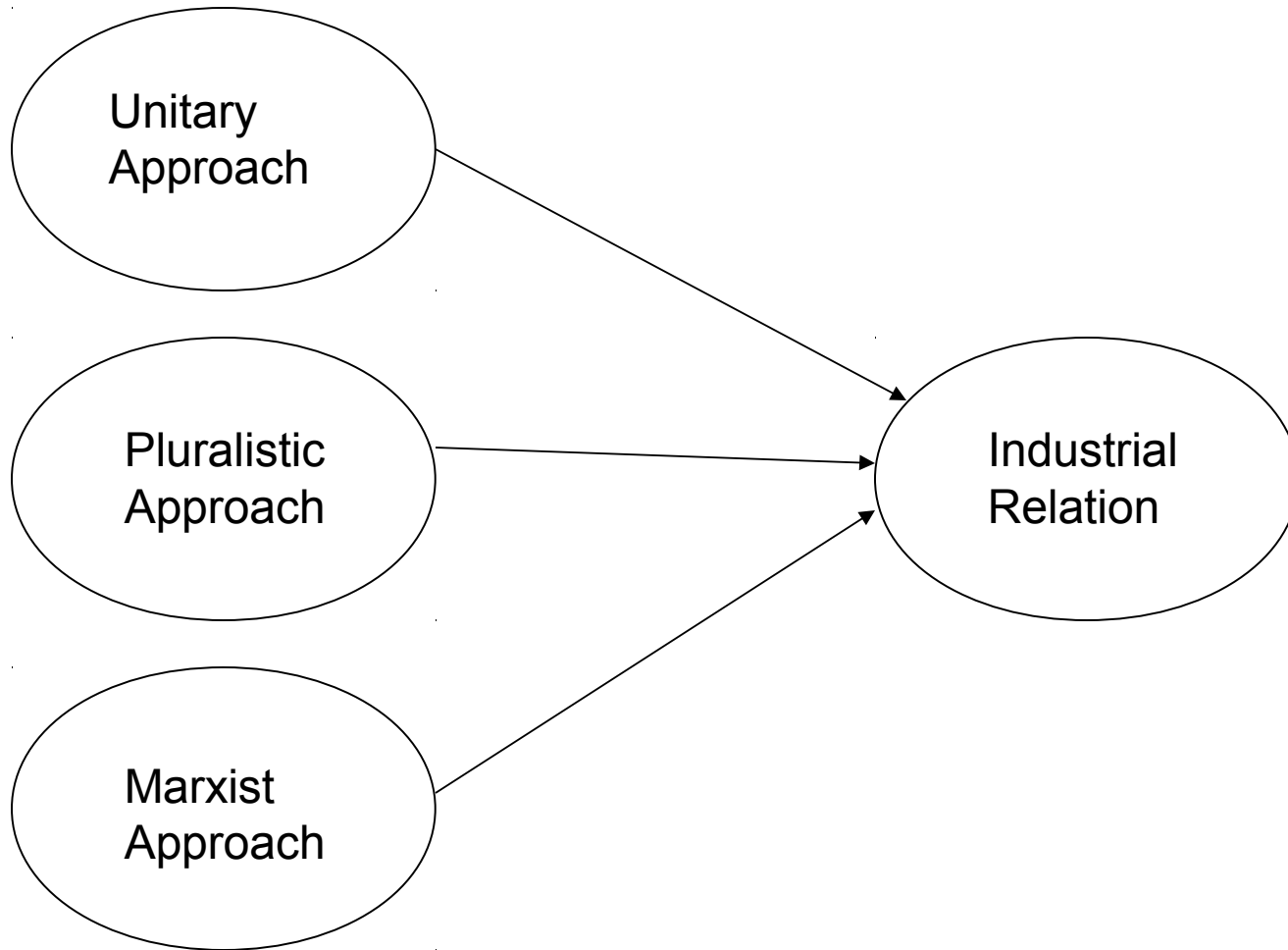
- Multiplicity of Labour Law
- Political Interference

Approaches to Industrial Relation

The scenario of industrial relation is perceived differently by different people. For some IR is

- Class conflict
- Mutual co-operation
- Competing interests of various groups.

Approaches to Industrial Relation



The three popular Approaches to IR are : -

- **Unitary approach** :- IR is grounded in mutual co-operation, individual treatment, team work and shared goals.
- Everyone benefits when the focus is on common interest and promotion of harmony.
- The unitary approach is being criticized as a tool for seducing employee away from unionism & socialism. It is criticized as manipulative & exploitative

- **Pluralistic Approach:-**

- It sees organizations as coalitions of competing interests, where the management's role is to mediate amongst the different interest groups
- Trade unions as legitimate representatives of employee interest.
- A strong union is not only desirable but necessary.

- **Marxist Approach:-**
- **In Marxist approach the conflict between employers and employees are inevitable .Hence Marxists sees it as a product of the capitalist society.**
- **Marxist approach focuses on the type of society in which an organizational function.**