

Industrial Conflicts Scenario in India

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Abstract

The present study endeavoured to find out the trend of industrial conflicts in India due to changes in composition and structure base after the initiation of the economic reforms. The study is primarily based upon secondary data and found that number of work disputes, mandays lost, and workers' involvement in disputes showed a gradual decline over the period of time. The numbers of workers involved in strikes were more than the number of workers involved in lockouts ; also, the mandays lost in lockouts were more than the mandays lost in strikes. The number of disputes in the public as well as private sector also depicted sluggish fluctuations and growth, although there were more disputes in the private sector than in the public sector. Indiscipline and violence were found to be the significant causes of industrial disputes. Production losses due to disputes were higher in the private sector than in the public sector. The study concluded that economic reforms have shifted the power in the hands of the employees.

Keywords: strikes, mandays lost, labour- management relations, compensation, industrial disputes

JEL Classification: J33, J52, J53

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Industrial relations are a major force which influence the social, political, and economic development of an economy (Sharma & Sidhu, 2003). With the initiation of the economic reforms, it was anticipated that the industrial sector would come forward as the key to additional employment opportunities for the labour force. Although, there has been a noteworthy increase in employment opportunities in the industrial sector, but at the same time, the focus in terms of maintaining industrial harmony remains a subject of concern for the policy makers. To maintain social, economic, and political stability, industrial relations are an essential factor for developing economies like India. The economy of any country depends on the industrial sectors that are considered as the backbone of a nation. The rules and regulations which govern the industrial sector should be framed by taking the labour class into consideration. To keep harmony within the organization and to avoid frequent strikes and lockouts, good industrial relations, are therefore, necessary.

Conflicts or disputes are inbuilt characteristics of any organization and cannot be eliminated completely, but efforts can be made to manage them and shape them as tools for adding a substantial value to an organization (Katuwal, 2011). By making management effective for controlling conflicts, there can be an improvement in terms of quality, cost reduction, leadership upgradation, teamwork, and establishment of new methods for efficient operation of the organization (Mishra & Dhar, 2002). History shows that most of the countries in the world were developed only by good industrial relationships and harmony. As in England, the labour class was responsible for its industrial revaluation. Germany, Japan, and other countries lay emphasis on maintaining good industrial relations to maintain their economic, social, and political status.

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India is considered to be a highly regulated and is one of the most rigid labour law countries in the world. Rigid labour laws in India have been criticized to be the cause of low employment growth, large unorganized sector, underground economy, use of casual labour, and low per capita income. These have led many to demand reforms for labour flexibility in India. To perform crucial roles like managing industrial conflicts/disputes and maintaining harmony in an organization effectively and efficiently, there must exist a strong cordial relationship between the employees and employers, as employees occupy a strategic place in an organization because of their centrality to the production processes. Improper attention towards grievances and complaints of workers get converted into disputes. These disputes badly affect the growth of the economy, thereby creating a loss for the nation, and in particular, to the enterprise. For this reason, a dispute settlement mechanism is essential to boost up the morale of employees, and for managing labour management relationships and the overall enterprise. The successful resolution of industrial conflict depends on the measures adopted for the settlement of industrial disputes. On the other hand, the selection of an appropriate method of dispute settlement depends on the behavior and choice of the parties involved in the industrial relations system (Katuwal, 2011).

Although economic restructuring has brought changes in industrial relations in India, and various studies like the ones conducted by Pandey and Pathak (1972), Chawda (1971), Asdhir (1987), Parkash and Chander (1985), Dhindsa and Parkash (1981), Sidhu (1996), and Cheema (1990) tried to analyze the industrial relations scenario in different periods of time; the studies also analyzed the ways of solving conflicts in the industries. Increased competition, reduction in manpower through voluntary retirement services, union memberships, and various government policies have had an impact on changing industrial relations in India. In fact, very few attempts have been made in the current scenario regarding the statistical analysis of disputes and their causes in India. Against this backdrop, the present study has made an attempt to analyze the configuration and causes of various disputes in different industrial sectors of India. The present study will not only enrich the existing literature, but will also provide an enhanced picture regarding the relative positions of various conflicts and their causes in India.

Literature Review

The review of literature acts as a guiding light for better understanding of the methodology used by earlier studies and also mentions the limitations of various available estimation procedures, databases, logical interpretation, and aids in understanding conflicting results. A brief review of some of the earlier studies conducted on industrial relations and dispute settlement and their causes over a period of time are discussed in this section.

Kumar (1966) revealed that conciliation was ineffective in Rajasthan; the nature of politicized trade union, lack of trust in the conciliation machinery, and delays in conciliation proceedings were the major contributors for the ineffectiveness. Khurana (1972) found that the public sector registered a better performance on the criterion of industrial conflict, but when observed in the context of its performance in terms of the tripartite forums, the code of discipline and the prevalent attitudinal climate, the author reported that it was no different from the private sector.

Industrial relations pertain to the study and practice of collective bargaining, trade unionism, and labour-management relations, while human resource management is a separate, largely distinct field that deals with non-union employment relationships, personnel practices, and policies of employers (Pathania, 2012). By making the management effective for controlling conflicts, there can be an improvement in terms of quality, cost reduction, leadership upgradation, teamwork and establishment of new methods for efficient operation of organizations (Mishra & Dhar, 2002). Patil (1976) confirmed that collective bargaining was widely prevalent and was successfully employed by a large majority of employers and trade unions in resolving their differences, irrespective of the size of the establishment, public or private sector, and public and non-public utility services. Among various methods, collective bargaining is a popular and is the most preferred method of resolving conflicts. Patil (1977) depicted that direct negotiation was more preferred by employers than by trade unions. Nair (1982) identified flexibility, broad-minded approach, unity of trade unions, and the constructive role of the government as important factors in maintaining the employer - employee relationship. The study further

elaborated the success of industrial relations through a collective-bargaining process at the plant and industry levels.

Nagaraju (1981), Murthy, Giri, and Rath (1986), and Asdhir (1987) concluded that conciliation machinery as a settlement tool had failed to contribute in industrial relations by lessening the strikes and providing an adequate machinery for dispute settlement. Gani (1990) examined the state of industrial relations in Jammu and Kashmir. The study concluded that both the direct and third party dispute settlement methods had not been successful in the state. Saini (1991), in one of the studies, concluded that the Industrial Dispute Act, 1947 radiated the message that justice can be done through the state created tribunals/ courts and that the organizational role of unions was completely dampened. It was further argued that the adjudication system has made the unions to go on the defensive or get wiped out. Verma and Kumar (1992) revealed that the factors that seem to provide a congruence are conflicts in labour intensive industries. The study further found that conflicts manifest in a radically politically organized region like West Bengal or in regions where major metropolises of India are situated. Nandakumar (1993) examined the conciliation machinery in Maharashtra and found that it was not working very effectively.

Saha and Pan (1994) concluded that in more unionized industries, mandays lost from disputes are likely to be less as compared to less unionized industries and in contrast, the industries with larger average factory size will have greater mandays lost. Sharma and Sidhu (2003) identified the changes in the industrial relation scenario in Punjab after the post reform era. The study concluded that work stoppage had reduced in Punjab due to the inefficiency of the conciliation machinery, and the work load of adjudication machinery had increased. Moorthy (2005) attempted to identify the changes in the industrial relations scenario in textile industry in Tamil Nadu after the economic reforms. The study revealed that both the number of disputes and the number of workers involved in the disputes had come down in the post reforms period in Tamil Nadu, and the mandays lost due to strikes and lockouts showed an increasing trend in the same period. Poonia, Garg, and Parkash (2006) found that strikes are one of the most important and expressive manifestations of industrial conflicts and also found that maximum number of workers approached their union leaders in case of any grievance. The study further explicated that sometimes, workers accept the decision regarding a strike taken by their union leaders, and sometimes, the union takes a decision regarding a strike after being pressurized by the workers.

Ahsan and Pagés (2008) found that with the presence of employment enhancement and the controlling of cost for the labour available in the industries, there was a decline in the disputes that were registered at the labour registered sector. Furthermore, this study concluded that these laws do not seem to benefit the workers either, as they do not increase the share of value added that goes to the labour. Khan and Islam (2010) attempted to identify the labour relation practices for the sugar industry in Uttar Pradesh. The study found that in recent years, due to low productivity, most of the sugar mills in the state were running in losses and were unable to maintain harmonious labour relations. Corby (2010) found that public sector disputes are more common than private sector disputes, and they are less likely to be resolved by conciliation. The main difference was not in third-party intervention, but in fourth-party intervention.

Bvumbwe and Thwala (2011) assessed the dispute resolution methods used in the South African construction industry. The authors found that arbitration, adjudication, and mediation were the most frequently used dispute resolution methods in the construction industry. Jesili (2012) analyzed the causes and settlement of disputes from the perspectives of both - the workers and the management and suggested measures for maintaining a healthy relationship in an organization. The study found that bonus, wages, and allowance are the major causes that are responsible for industrial disputes from the perspective of both the workers and the management. The study also found that inter-union rivalry was the most responsible factor for disputes, and arbitration was the best way for the settlement of disputes. Roy (2012) attempted to probe organizational culture as the predicator for industrial relations by taking into account the time period from 2008-2011. The study concluded that in spite of the notional and the distinctive existing organizational culture, industrial relations can be optimized by controlling a few critical dimensions of organizational culture.

Sodhi (2013) highlighted the present contribution of trade unions in enterprises. The study focused on the traditional and modern contribution of trade unions in the country. The study concluded that the in pre-

globalization period, the role of the trade union was limited to the economic welfare of the employee, but with the changing scenario, there has been a gradual change in the nature of work and management as well as trade unions are trying to enter in the collective bargaining agreements for the improvement in the productivity of enterprises in India. Sharma and Jyothi (2013) provided an insight into the 50 day-long strike faced by Bajaj Auto at its Chakan manufacturing plant. The study highlighted the demand of employees within an organization, and the problems faced by the management. The study concluded by discussing how the union and the management involved themselves to give rise to a win-win situation for both the parties to end the strike.

Bukhari and Sharma (2014) highlighted the issues related to gender equity faced by women in an organization. The study confirmed that if such an environment (gender biased) persisted within the organization, the women workforce will not have any say in policy making and decision making in an organization. The study by Sreenivasan and Tripathy (2014) confirmed that the impact and influence of globalization on the Indian economy have shifted the scale in favour of employers; the change in the pattern of work as well as the employment nature has been good with the employees, thereby making an abiding impact on the psychological contract at the workplace. The study further concluded declining compliance to statutes and unfair practices.

Therefore, keeping in consideration the scenario of industrial disputes in India, the objective of the present endeavour is to identify the status of various industrial conflicts and their causes in India. The study also highlights the conflicts in terms of mandays lost, number of workers involved in public and private sector in India, and consequently attempts to analyze the trend regarding the various causes for these conflicts over a period of time.

Research Methodology

To find out the configuration of industrial disputes in India, the present study uses the time series data for a period of 9 years (that has been published by various issues of Statistical Abstract of India published by the Ministry of Labour and Employment of India for the period from 2000/01 to 2008/09). The present study incorporates the data for a period of 9 years only due to the availability of data (for this time period) regarding various variables like mandays lost, number of disputes, workers involved in various types of disputes, and production losses observed in public and private sectors, respectively. Though these statistics suffer from a lot of limitations like unavailability of current data, yet they are useful to know the pattern of conflicts over a period of time (Sengupta, 1992). The present study deals with the course of industrial conflicts over the last one decade and their responsible factors. The study is further divided in different parts illustrating the scenario of industrial conflicts with help of some indices followed by inter sector analysis, inter industry analysis, and various causes of concern for conflicts in different industries operating in India.

Analysis and Discussion

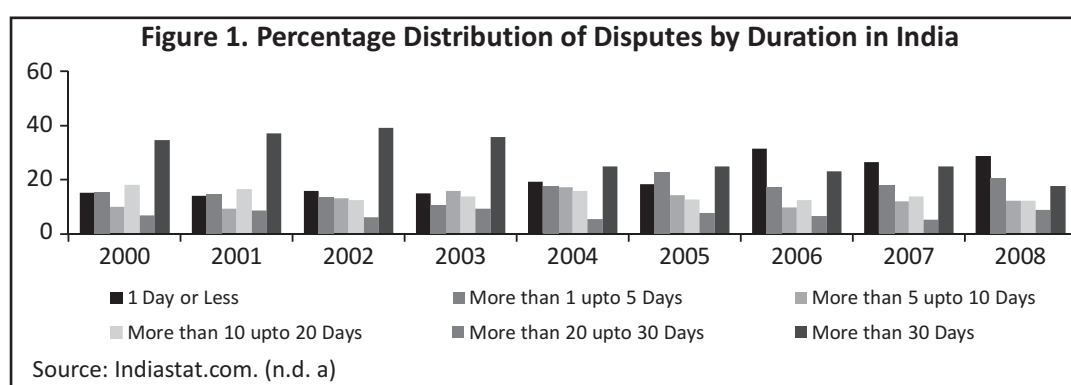
In this section, the analysis regarding the disputes occurred, mandays lost, and the involvement of workers in disputes over the period from 2000/01 - 2008/09 has been done. The study tries to figure out the index related to these issues pertaining to industrial relations in India.

*** Industrial Conflicts - Some Indices :** The index formulation for the different components were figured out using the year 2000 as the base year, and it can be identified from the Table 1 that the level of disputes touched the lowest figure of 50.45% in 2007 and showed a marginal increase to 54.60% in 2008. Similarly, the workers involved index with 2000 as the base year touched the lowest figure of 48.49% in 2001, and an increase of more than 50% was recorded in 2008, taking the figure to 111.35% with some exceptional years like 2003, 2004, 2005, and 2006 (Table 1). The mandays lost index reached the lowest level of 60.21 in 2008. Therefore, it can be concluded from the analysis that the number of disputes and workers involved in disputes declined during the study period, although with some exceptions. The mandays lost over the period fluctuated over the years (Table

Table 1. Indices Regarding Disputes, Number of Workers Involved, and Mandays Lost

Year	Disputes	Index	Number of Workers Involved	Index	MandaysLost (' 000)	Index
2000	771	100.00	1418299	100.00	28763	100.00
2001	674	87.41	687778	48.49	23767	82.63
2002	579	75.09	1079434	76.10	26586	92.43
2003	552	71.59	1815945	128.03	30256	105.19
2004	477	61.86	2072221	146.10	23866	82.97
2005	456	59.14	2913601	205.42	29665	103.13
2006	430	55.77	1810348	127.64	20324	70.66
2007	389	50.45	724574	51.08	27167	94.45
2008*	421	54.60	1579298	111.35	17434	60.61

Source: Indiatstat.com. (n.d. a)



1). As per the statistical data, the index number of workers involved in disputes from 2000 to 2005 increased from 100 to 205.43, but in 2006 and 2007, there was again a decrease in the index of workers involved. However, once again, an increase of 60.26% was observed in the year 2008. It was further identified that the highest number of mandays lost (105.19 and 103.14 days) were observed in the year 2003 and 2005 ; whereas, the number of workers involved in disputes in these 2 years also shows the same trend. It was observed that the disputes and mandays lost are in decreasing order while the number of workers involved in the disputes were generally in increasing order.

★ **Industrial Conflicts - Percentage Distribution by Duration :** The Figure 1 depicts the percentage wise distribution of disputes by duration for the period from 2000-2008. The Figure reveals that the disputes lasting for a day or less increased from 15.2% in 2000 to 28.6% in 2008, with exception being the year 2003 (10.7%). However, the disputes that remained unsettled for more than 5 to 10 days, and more than 10 to 20 days showed a fluctuating trend during the entire period of the study. In addition to this, the disputes that remained unsettled for more than 20 to 30 days also showed a declining trend with an exception to the years 2005 and 2007. Furthermore, the disputes that remained unsettled for more than 30 days also showed a continuous decline from 34.4% in 2000 to 17.6% in 2008.

★ **Industrial Conflicts - Inter-Sector Data :** The Table 2 provides data in terms of disputes, workers involved, and the mandays lost for the public and the private sectors for the period from 1994-2010. The number of disputes in the public sector showed a fluctuating trend, barring a few exceptional years. It can be inferred from the data that for the public sector organizations, there was a gradual decline in the number of disputes in India, with the exception being the year 2010, as this year witnessed an increase in the number of disputes that took place. The

Table 2. Industrial Disputes in the Public and Private Sector in India

Year	No of disputes				No of workers involved				No of mandays lost			
	Public	Private	Total	Index	Public	Private	Total	Index	Public	Private	Total	Index
1994	316	885	1201	155.77	523371	323058	846429	59.68	1315872	19667210	20983082	73.03
1995	343	723	1066	138.26	725227	264468	989695	69.78	4793516	11496053	16289569	56.69
1996	381	785	1166	151.23	606561	332743	939304	66.23	3151038	17133765	20284803	70.60
1997	448	857	1305	169.26	618360	362907	981267	69.19	2180565	14790824	16971389	59.07
1998	283	814	1097	142.28	900882	388041	1288923	90.88	7576289	14485695	22061984	76.78
1999	165	762	927	120.23	552783	757912	1310695	92.41	1176181	25610675	26786856	93.23
2000	125	646	771	100.00	1146900	271399	1418299	100.00	10681256	18081865	28763121	100.00
2001	139	535	674	87.42	428222	259556	687778	48.49	2023491	21743318	23766809	82.63
2002	63	516	579	75.10	346677	732757	1079434	76.11	803936	25781983	26585919	92.43
2003	59	493	552	71.60	1099204	716741	1815945	128.04	6856211	23399700	30255911	105.19
2004	49	428	477	61.87	1589842	482379	2072221	146.11	1805627	22060740	23866367	82.98
2005	57	399	456	59.14	2038712	874889	2913601	205.43	2321910	27343089	29664999	103.14
2006	88	342	430	55.77	1600227	210121	1810348	127.64	2656820	17667558	20324378	70.66
2007	68	321	389	50.45	252047	472527	724574	51.09	331585	26835167	2716652	9.44
2008	85	336	421	54.60	1100000	479000	1579000	111.33	1434000	15700000	17134000	59.57
2009	78	314	392	50.84	1402000	223000	1625000	114.57	1736000	11629000	13365000	46.47
2010	122	305	427	55.38	628000	436000	1064000	75.02	1548000	16496000	18044000	62.73
Average	168.76	556.53	725.29	94.07	915236.18	446323.41	1361559.59	96.00	3081899.82	19407214.24	21050872.88	73.21

Source: Indiatat.com. (n.d. b)

year on year index suggests that public sector organizations were able to manage their most valuable assets within the organizations. On the other hand, the index for private sector reveals that the number of disputes in the private sector depicts gradual fluctuations. The results confirm the increase in the number of disputes that occurred in the private sector firms in India, with the exception being the year 2010, in which a slight sluggishness was observed. It was further observed that the number of disputes occurring in the private sector during the study period were much more than were occurring in the public sector. In addition to this, the number of public sector workers involved in disputes had also increased over the period of time. The number of public sector workers involved in disputes peaked during the years 2003, 2004, and 2005. However, the number of mandays lost in the public sector also peaked during similar years as mentioned earlier. Whereas, on the other hand, the number of private sector workers involved in disputes and the number of mandays lost also got hiked over the period of time, and for some years (like 2005), the values associated with these variables were found to be at the peak.

The Table 2 provides evidence that the mandays lost in the private sector due to disputes were much more as compared to the public sector ; 105.19 mandays were lost in the private sector due to disputes during the year 2003. Changes were also observed during different periods of time, which confirmed that the more were the number of mandays lost, the greater was the conflict between the management and the employees of the industries over a period of time. An index formed in terms of public and private sector for the number of disputes, workers involved, and mandays lost for the period from 1994-2010 shows that the number of disputes in the public sector and private sector increased over time. Thus, the two sectors showed convergent trends in terms of the number of disputes.

A comparative study of the data shows that number of strikes and lockouts from 2000 to 2007 (Table 3) decreased, but witnessed a marginal increase in 2007. Analysis of the data on number of strikes and lockouts (Table 3) shows that there were greater incidences of strikes than lockouts. The number of workers involved in lockouts and strikes also showed a decreasing trend, though in 2003, lockouts were high (25.11%), while the

Table 3. Number of Industrial Disputes (Strikes and Lockouts) in India

Year	Number			Number of Workers Involved			Man Days lost		
	Strikes %	Lockouts	Total	Strikes %	Lockouts	Total	Strikes %	Lockouts	Total
2000	55.25	44.75	771	8.73	3.13	1418299	41.58	58.42	28763121
2001	55.19	44.81	674	8.78	3.58	687778	23.41	76.59	23766809
2002	50.95	49.05	579	9.32	1.85	1079434	36.35	63.65	26585919
2003	46.2	53.8	552	31.53	25.11	1815945	10.6	89.4	30255911
2004	49.48	50.52	477	39.41	3.5	2072221	20.23	79.77	23866367
2005	49.78	50.22	456	25.21	1.77	2913601	36.41	63.59	29664999
2006	52.83	40.65	460	32.2	1.84	1809424	26.17	73.83	20324378
2007	76.36	65.09	275	4.03	0.79	376005	55.42	44.58	27166752

Source: Indiatat.com. (n.d. c)

number of workers involved in strikes showed a downward trend, but there was a marginal increase in 2003, 2004, and 2006. The numbers of workers involved in strikes were more than the number of workers involved in lockouts ; also, mandays lost in lockouts were more than the mandays lost in strikes. Mandays lost in strikes are in increasing order, but mandays lost in lockouts fluctuated up to 2006 and showed a decreasing trend in 2007.

★ **Industrial Conflicts - Distribution by Causes :** The Figure 2 provides percentage distribution of industrial disputes by causes for the period from 1995-2010. Indiscipline and violence seem to be the significant causes of industrial disputes accounting for 15.0% to 45.0% of the disputes. However, indiscipline and violence as causes of disputes increased and fluctuated over the time period of the study period. Wages and allowance appear to be another significant cause, the figure varying from as low as 17.6% to as high as 26.9% . The share of wages and allowances as a cause of industrial disputes came down from 26.9% in 1995 to 23.5% in 2010 and the cause of disputes 'personnel' also come down from 19.5% in 2000 to 12.7% in 2010. Retrenchment and layoffs and leaves and hours of work/ shift working did not contribute much to industrial disputes and their share came down from

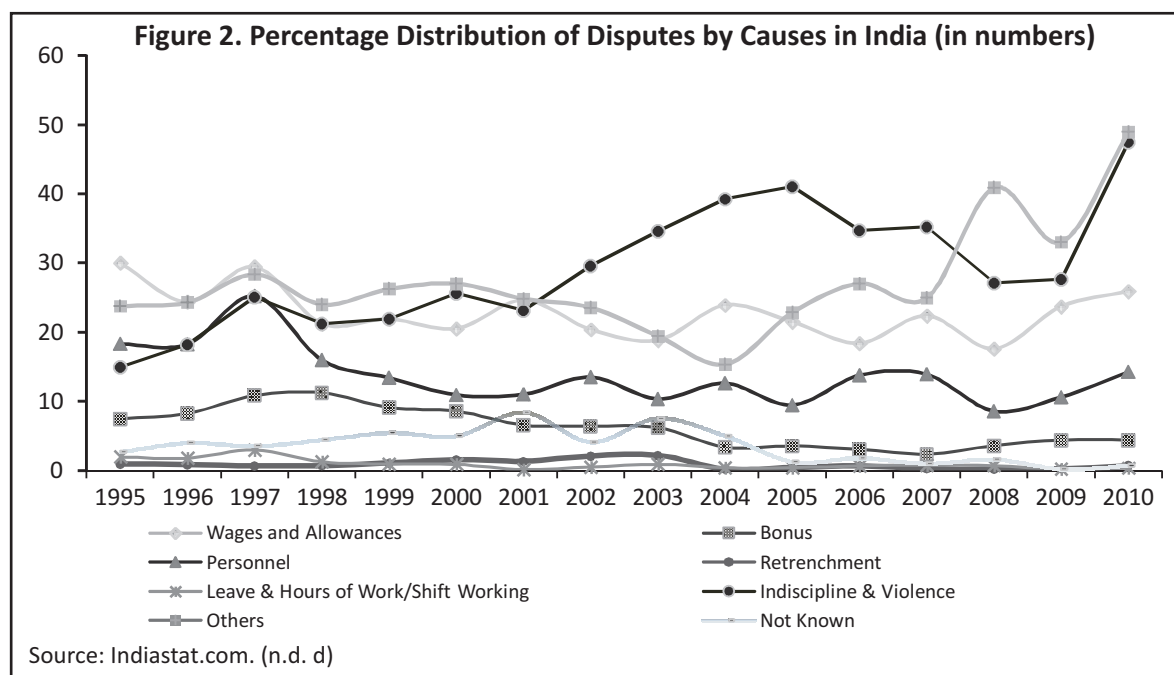


Table 4. Wages and Production Lost Due to Industrial Disputes in Public and Private Sectors in India

Year	Public Sector				Private Sector			
	Wages lost (₹ Crores)	No of cases	Production Lost (₹ Crores)	No of cases	Wages lost (₹ Crores)	No of cases	Production Lost (₹ Crores)	No of cases
2000	139.16	93	171.7	63	43.75	226	990.64	216
2001	42.31	102	203.19	85	34.48	177	627.03	169
2002	24.53	53	28.77	36	35.97	174	654.2	161
2003	39.35	47	27.47	22	26.79	144	391.02	127
2004	82.52	41	36.97	22	25.64	119	318.62	109
2005	79.09	44	59.8	19	37.02	102	285.28	102
2006	128.75	66	29.54	9	44.25	107	351.84	90
2007	9.59	39	12.35	2	34.81	192	255.06	80
2008	55.5	59	7.2	6	41.66	68	295.6	44

Source: Indiatat.com. (n.d. a)

1.7% in 1995 to 0% in 2010 and from 1% in 1995 to 0.7% in 2010, respectively. One significant trend is that the disputes that could not be assigned any reason grew from 22.8% in 1995 to 49.1% in 2010. In general, conflicts arose due to several reasons.

The Table 4 provides data regarding the wages lost, number of cases, production losses for the public and private sector for the period from 2000 - 2008. The number of wages lost in the public sector significantly came down from 139.16 in 2000 to 55.5 in 2008 (figures in INR). Wages lost in public sector peaked during 2000 and 2006. Wages lost in the private sector were higher in 2006 (44.25). The data also indicates that production losses were greater in the private sector than in the public sector. The highest amount of production losses in the private sector was recorded in the year 2000 ; whereas, the highest amount of production losses in the public sector was recorded in the year 2001.

Managerial Implications

It is difficult to conjecture regarding the course of industrial conflicts during the coming years. There is, at present, some uncertainty about the State and Central policies with regards to the readjustment and resultant policies and measures. Industrial conflicts will continue to be a critical factor in the viability of Indian organizations. As per the changing trends, it is important for the workers to have a trade union representing all the workers at the unit level and overall, at the state and national levels. Policies should be in place so that the workers themselves are involved in decision making regarding economic and technological changes, which can be beneficial for the management and even for the development of the workers. The management bodies should not forcefully thrust their decisions and policies upon the workers , but such an atmosphere should be created so that the workers' grievances and issues are heard and are sorted out.

Hence, policies need to be formulated by the management personnel for minimizing the strikes, lockouts, and mandays lost. In addition, cordial relations need to exist between the workers and the management for the growth of the industrial sector as well as for the growth of the economy. Furthermore, the policy makers should frame policies that will address the grievances of the employees and a clear notification should be provided to the employees and workers that they will be penalized for creating indiscipline and violence in the enterprise.

Conclusion

The present study has analyzed the scenario of industrial disputes in India and their causes by using secondary

data for the period from 2000/01 to 2008/09. Although, numerous attempts have been made in the past to understand the scenario of disputes and the causes of occurrence in different economies of world, the present study has put forward a new understanding about this concept. This was done by means of developing an index to analyze the trends of industrial disputes in India. The study further used vital statistics available from different secondary sources to represent the duration of the disputes over the period of time and correspondingly, the trend developed for the disputes in public and private sector firms in India was analyzed.

The analysis of the data revealed some interesting phenomenon. It is concluded that the occurrence of industrial conflicts has grown in the latest years, and the numbers of workers involved in conflicts were also increasing during the study period. The reason behind such phenomena is due to the increase in the number of industries, workforce, less growth rate in the productivity of manufacturing units in recent years, especially after the financial recession, and continuous growth in the inflation rate of the Indian economy. Furthermore, there have been greater incidences of strikes than lockouts, but the number of workers involved in lockouts and strikes showed a decreasing trend over the sample period for both the public and private enterprises in India. These results conclude that the organizations have a good settlement machinery in place for handling such conflicts.

Limitations of the Study and Scope for Further Research

The present study only considered secondary data for analysis for the time period from 2000-2008, which is an inherent limitation of the study. Future studies can collect primary data to ascertain the causes for industrial disputes. Such empirical analysis will lead researchers towards a proper understanding about the major causes of disputes, reasons behind the success and failure of strikes, workers' proneness towards strikes, and the effectiveness of the various settlement machineries available at the corporate and the tribunal level in India. Future studies can also increase the time period of the study, and a comparative analysis for the pre and post reforms disputes scenario can be conducted. Studies can also focus on public and private comparisons in terms of industry specific indicators at the national or state level in India. These are issues that can be fruitful for future research works.

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