

**ICSSR SPONSORED NATIONAL CONFERENCE**  
**ON**  
**SOCIAL WORK RESPONSE TO THE CHALLENGES OF**  
**INDUSTRIES IN THE CURRENT INDUSTRIAL**  
**RELATIONS SCENARIO**

**22<sup>nd</sup> & 23<sup>rd</sup> February, 2016**



**Indian Council of  
Social Science Research**

**P.G & RESEARCH DEPARTMENT OF SOCIAL WORK**  
**LOYOLA COLLEGE (AUTONOMOUS)**  
**CHENNAI-600034,**  
**TAMIL NADU,**  
**INDIA.**

**DETAILS OF THE NATIONAL CONFERENCE CONDUCTED ON 22<sup>ND</sup> & 23<sup>RD</sup> FEBRUARY 2016.**

NAME OF THE COLLEGE: LOYOLA COLLEGE (AUTONOMOUS),  
(COLLEGE OF EXCELLENCE)  
NUNGAMBAKKAM,  
CHENNAI-600034.

ORGANIZED DEPARTMENTS: P.G & RESEARCH DEPARTMENT OF SOCIAL  
WORK,  
LOYOLA COLLEGE (AUTONOMOUS),  
NUNGAMBAKKAM,  
CHENNAI-600034

DETAILS OF THE CONVENER: Dr. D. JOHN PAUL, M.A, M.Phil, Ph.D.,  
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TITLE OF THE PROGRAMME: SOCIAL WORK RESPONSE TO THE  
CHALLENGES OF INDUSTRIES IN  
THE CURRENT INDUSTRIAL  
RELATION SCENARIO

DATE OF THE PROGRAMME: 22<sup>ND</sup> & 23<sup>RD</sup> FEBRUARY 2016

DETAILS OF RESOURCE PERSON: INAUGURATION: N. MUTHU  
SESSION 1: THIRU. R. VENKATNARAYANAN  
SESSION 2: THIRU. A.SINGARAYAN  
SESSION 3: THIRU. PAUL JAMES  
SESSION 4: DR.DHANYA  
SESSION 5: THIRU. C. THIAGARAJAN  
SESSION 6: THIRU. M.MUTHIAH  
SESSION 7: THIRU. MANIMARAN  
SESSION 8: THIRU. S.KRISHNAMURTHY  
VALEDICTION: THIRU. KALAN

REPORT OF THE PROGRAMME: ATTACHED

(Convenor of the Programme)

(Name, Seal & Signature of the Principal)

**Paragraph write-up on seminar topic:**

Over the years the relationship between employers and employee has changed from master and servant to one of employer and employee.

Earlier it was a one-sided relationship with employer wielding absolute power to hire and fire employees. Gradually Government and unions intervened to prevent one-sided exploitation by the employer and to wield countervailing power over them. Today the relationship between employer and employees is contractual, reciprocal and mutual. The employee has certain rights and obligations and so does the employer. The obligation of the employers is relatively precise and specific whereas those of the employees are imprecise and elastic. The scenario of exploitation of employees by employers led to the birth of unions and introduced the era of government regulation and control over employment relationships.

**PROCEEDINGS OF THE SEMINAR:**

The Indian Council of Social Science Research sponsored national conference on Social Work Response to the Challenges of Industries in the Current Industrial Relations Scenario was conducted on 22<sup>nd</sup> and 23<sup>rd</sup> of February 2016 in Lawrence Sundaram Auditorium. The conference was organized by the P.G and Research Department of Social Work, Loyola college (Autonomous), Chennai.

The inaugural session was started at 9:30a.m with a prayer song and the lamp was lit by the Chief Guest of the Conference Thiru. N. Muthu, Executive Director- Human Resources, Neyveli Lignite Corporation, followed by Dr.G.Gladston Xavier, Head, Department of Social Work, Principal Rev. Fr. G. Joseph Antony Samy S.J, Dr. D.John Paul, organizing secretary and a student representative. The welcome speech was delivered by Dr.G. Gladston Xavier, who also highlighted the theme of the



conference. The dynamics of the conference was presented by Dr. D.John Paul in which he stressed upon industrial conflicts, role of trade unions and characteristics of Industrial Relations. The gathering was felicitated by Rev. Fr.G. Joseph Antony Samy who classified industries into business sector and service sector and appealed to the audience to take up the challenges of becoming the decision makers of the country.

N. Muthu is the Executive Director- Human Resource, of Neyveli Lignite Corporation Limited. He joined in NLC as a trainee in the year 1985. He has a rich work experience in Human Resource



Field in NLC, Mines, Thermal Power Stations, especially Industrial Relations area for the past 29 years. He has handled so many strikes to maintain cordial industrial relations and has also handled four 'revision of wages' for the employees. He is a Life member of NIPM. He is in- charge of CSR activities and employees' welfare of NLC. He has attended various advanced management programs in India as well as abroad. N. Muthu was the chief guest of the conference and he addressed the gathering by citing a short story about three professionals who debated upon who's profession is the oldest. According to the speaker Industrial Relations is a conflict in industries. Not only

government but also the consumers and community plays a pivotal role in Industrial Relations.

He shared his personal views on the aspects of Industrial



Relations, where he also touched upon some real life experiences. He focussed on the role of judiciary in Industrial Relations Scenario and also the role of social workers in the areas like CSR, trade unions and employees' absenteeism.

He concluded by saying that “Everything rests on managing minds and people.”

It was followed by the Technical Session 1 which started at 11:20a.m, The chief guest for the session was Thiru. R.Venkatanarayanan, President- HR, IT and Education, Rane Group, Chennai. As group head of HR and IT for the RANE Group, he leads strategic initiatives in HR and IT for long term



organizational capability building, leadership development, innovation and effective use of IT for business growth. He has extensive experience in IR, Learning and Development, OD, Change Management and IT. He has worked in SAIL, Mascon Global Ltd., and Prasad Group prior to joining Rane in 2006.

He graduated from the University of Madras, and did his PG in HR from the Calcutta University. An alumnus of the Royal Institute of Public Administration, London, he has also undergone the Business Leaders Program at IIM, Calcutta.

He is associated with professional forums such as CII, NHRD, EFSI etc. He is on the CII National Councils on HR and IR. He is on the Board of Studies of the University of Madras, Department of Psychology.

His hobbies are reading, travel and long distance running.



He spoke on the topic 'Aspirations and Expectations of Blue Collar Workforce in India'. He stated that Blue Collared work force have stronger aspiration for self-growth which leads to their employability and repetitive work is not preferred since it does not provide opportunities for skill development. The scope of the study includes values, culture, career opportunities, mobility factors, information technology, role and influence of unions etc. He later highlighted on the participation of people in the workforce which includes 47% GEN Y, 38% GEN X and 15%





Baby Boomers. All generations rate commitment as one of the most important values and believe that enthusiasm and dedication for work is important. Commitment, Respect and Integrity are the top three values for all generations of workforce. One out of every 4 GenY workers who switched recently rated Career aspirations as the highest factor that influences their movement for jobs.

Baby boomers who have made recent switches gave high priority to Standard of living and urban location and this comes under mobility factors.

#### GOALS OF EACH GENERATION:

Irrespective of the generations, all employees aspire to be promoted at the current job. Around 80% of population in Gen Y aspire to move to various geographies. Baby boomers and Gen X prefer not to move. Gen Y is the most flexible in terms of changing the job. Most of the Gen Y population aspires to

pursue further education. Most of the baby boomers are not looking to change the job for better opportunities.

The speaker then focussed on the EXPENSE BUCKETS:

Food has consistently been ranked as the highest expenditure item amongst all generations and all types of workforce. The emergence of Health as a high ranked expenditure by Gen Y is alarming. Understandably, Gen Y has marked children education much lower than the other two generations. Housing is the next highest expense for all employment types except permeant workforce who spend significant amount on children education. Food and Health has consistently been ranked as one of the highest expenditure item amongst unionized as well as non- unionized employees.

He then highlighted the CHALLENGES FACED BY EACH GENERATION:

The baby boomer generation has rated all challenges lower as compared to the GenY and GenX population. The baby boomers with lack of housing and lack of progression capabilities come out as the highest ranking challenges. For low compensation we see the maximum differentiation between the GenX, GenY and the Baby boomer. The higher rating given to most challenges is an alarming trend, where we can see that the new generation is facing the burnt of the issues more than the older generations.

The speaker for Technical Session 2 was Thiru. Singarayan, Head-Personnel, EXIDE Industries Limited who spoke on the topic ' Emerging Trends in Employee Relations and Collective



Bargaining'.

He studied Social Work in Sacred Heart College, Tirupattur( Bosco Institute of Social Work), completed Master of Law in Annamalai University. He has 24 years of hands on experience in HR and IR. He is a member of NHRD. He has worked in various organizations such as automobile manufacturing and fabrication industries, Pvt.Ltd. He has handled multiple unions both internal and affiliated to political bodies. He had signed 10 long term settlements both Sec.18(1) and 12(3). He has also handled disciplinary matters, conciliation and labour court matters. He possesses core competency in industrial relations and collective bargaining.

The technical Session 3 was started at 2.25 pm. Ms Rashmi introduced the chief guest to all.

Mr Paul James was the resource person for the session-III . He was honoured with memento By Mr Ravi. “Destiny is not a matter of chance or choice”. The chief guest started his speech with this quote.



He is an alumnus of Loyola College and studied in social work department. He divided the period of Industrial Relations into three phases, namely,

1. Pre independent period
2. Pre liberalisation period, and
3. Post liberalisation period

To link industrial relation with social work he spoke about these three periods.

Pre independent period 1936

- o Long hours of work.
- o No free weekends.
- o Idea was to offer industrial social work to counsel the work force
- o Syllabus of American model of case work etc. was imposed.
- o Social work based techniques and learning
- Not only scientist but also trade union leaders such as, Jacopo iscsk from social work did great things.
- o Theories are basic for practice and it is important for success.
- o To become labour officer there is a need for social work based theory and practice.
- o Social work is well recognised now.

Pre Liberalization period

- o No foreign investment
- o Indian produced goods were sold in India – there were not good products and no competition for India.
- o Changes were brought in different subjects for an holistic perspective which gave broader understanding to the students.

- o Workers' behaviour were studied to study them in order to bring change in their life and earn profit.
- o "We have old theories ... we need to refine our theories today."

Post independent period:

- We need to bring super specialisation
- professional social workers must use human resource practises.
- o Company could not go a work. Went to strike became continue the produce
- o Went to the court against the workers and stopped all the workers.
- o Worker were against but HR went on help the management.
- o Human touch by way of meeting the labour union
- o HR – listen to all the workers.
- o Social Work is foundation on humanistic theories and values and human touch
- o It is different from Business schools.
- o HR involves every aspect of life in for the good of the workers.



Issues may be faced in future

- o Review your syllabus according to the current time
- o Out sourcing cannot be over looked.
- o Concerns and issues of the contract workers should be addressed.
- o Have a specialised person for the contract worker
- o Look up on super specialisation In all the subjects
- o Pay attention to white colour workers too
- o Counselling to all the workers
- o Write papers and present them
- o Read a lot to enhance skills

- o Relate theory and practices always .practice alone cannot do the best.

Technical session 4 started at 4:15p.m, the resource person Dr. Dhanya, M.B., Associate Fellow (Faculty), Ministry of Labour and Employment, Govt. of India spoke on the topic “Policy Response Towards Rights At Work : An Analysis of Core Fundamental Conventions In Indian Labour Market”. The resource person introduced about her institute, decision and policy response towards the right at work : fundamental conventions of ILO there are 8 conventions, introduced about practicing of overall picture about labour market in India. She explained about statistics of key labour market .10 million youth are coming into labour force, in every year. She also explained about the gender breakup of labour force female workforce participation is lower, the reason behind it is women are going into education. According to government report why women aren’t coming into labour force? It’s because of cultural constrains.

Fundamental principle and rights at work (FPRW)





India has ratified 4 conventions and 4 unratified .first 4 conventions is related to abolishment of forced labour(29,105,100,111) Measures are taken. Conventions(87,98) freedom of association and the effective recognition of the rights to collective bargaining (This is not ratified) 6 countries are not ratified including India. If you ratify 8 conventions it will asserting Indian's commitment towards labour standards .She illustrated about international scenario of FPRW distribution of presence of union is non-farm is the situation in India. She also spoke about how estimation of magnitude of child labour in India, distribution of child labour in manufacturing sector.

On 23<sup>rd</sup> February at 9:30p.m, technical session 5 began, the resource person Thiru. C.Thiagaraju, General Manager Industrial Relations, Neyveli Lignite Corporation Limited spoke on the topic 'Challenges Faced by the Industries. In the current I.R Scenario He discussed the following:

- Today we have almost everything in mobile phone so there is very minimum phase for the human work force. The need for human work is becoming less and less.
- Education system changing the work concept today.
- Meaning of relationship: the connectivity between people or employer and the employee for profit.
- Business is for profit through workers and man and women power.

- Appointment today is based on salaries not based on values.
- Human resource pyramid.

HRO

HRM

Industrial Relations:

- Is IR related to HR today? Is it related to intake and development?
- Who are the stake holders of IR?
  - o Government to frame labour laws
  - o Management – employees to interact.
  - o Trade unions and employers' Federations should come together.

Four different classes of work organization:

1. Worker

Keep changing the work place for salary

Remain there due to scope for promotion and relationship

2. Employers

Flexibility – employers and laws

3. Society

Living wage – opportunity – work life and relationship

#### 4. Government Machinery:

Competition reduction – unemployment – globalisation –  
controlling the economy

#### Theories of promotion

- No moral and discipline negative remarks considered for promotion of the workers.
- Promotion records are useful to manage the I.R in an organisation.
- Motivation centred promotion changes from worker to worker.

--- Transition from subjective perception to objective perception is the base for business. Achievers are preferred by any organisation.

#### Payment today

60% basic pay is equal to all and 40% is paid based on your performance

#### Concerns of employers

- To achieve the target
- To minimise the number of labour laws

- to enhance workers' earning through improved performance
- To reward the good performance of the workers.



### Concerns of Government

- o Right to work according to one's own choice
- o Right against discrimination
- o Prohibition of child labour
- o Enhance human condition
- o Build social security
- o Collective bargaining – enhancement of smooth Industrial Relations.
- o Employees' participation in management.

Challenges faced by the Industries in the current I.R Scenario:

1. Contract labour system becoming weak
2. More profit through cheap labour
3. Regional bio- liberalisation
4. Play safe approach
5. Political compulsion
6. Increased violence at workplace
7. Technical advancement in the work process
8. Increased awareness of workers on their rights at work place.

After the technical session IV paper presentations were held. There were three paper presenters, two from student fraternity and a professor.



The topics were ‘ the role of management and industrial relations in improving industrial efficiency’, ‘employee discipline changes in various approaches’, and opportunities for strengthening industrial relations in Indian concept.



The speaker of Technical Session V was Thiru. M. Muthiah- Executive V.P- H.R., CUMI Ltd who spoke on the topic “Convergence of Industrial Relations. He spoke on Pre – Globalization”: there was mass production of goods and large numbers of people are employed where all the work was done in one place. Political trade unions became very strong and over a t period of time it was changed and transformed.

Globalization: what we produce should meet the global needs so that the system gets changed according to the need of the hour. There came strategic global production, window delivery, just-in-

time delivery, flexibility and bench marketing due to which at the course of time, workers deeply got divided. Hence, IR is needed here to unite the workers together. Division of labour is global and so Human Resources is needed to work globally.

He brought out the differences between manufacturing yesterday and today.



Manufacturing Yesterday: He spoke about use of unskilled labour, convention machine and tools, and traditional production system. So the production was not attractive to the consumers of that time.

Manufacturing today: he said that now industries engage skilled technicians, modern machines and tools, improvised production system and sub-contracting. Thus the boundaries have been enlarged.

Challenges faced by the industries:

- i. The crisis of oversupply - less consumption and more production.
- ii. Searching for global market.
- iii. There is a lot of change from pre-globalization to globalization.
- iv. There is no border restriction due to globalization.
- v. The labour laws are very old so it becomes very difficult today for us to follow up the legal system.
- vi. There are always gender issues getting involve them in all the spheres of life.

Today's work force is of three kinds, they are Executive, Gen - X and Gen - Y.

Building the CUMI of tomorrow: future customers are global, market is elsewhere, technologies took everything on fingertip, delivery process will be at the door step, and the products will be increasing.

Three - Box solutions:

- i. Manage the present: we need to build Competitiveness. Thus leaving the old method and follow the new one for the better growth and product. Present scenario should be in mind of the company.
- ii. Selectively forget the Past: For the better economy and productivity don't stick on to the old way of functioning. To fly



high one needs to shed out something so as to leave out the past way of doing things and look for the satisfaction of the customers.

iii. Create the future: these three things are very essential for the good functioning of the company and for IR as follows, Preservation, Destruction and Creation.

IR and HR:

Each one functions in an unique way so we need to understand and accept the individuals for the better functioning of an organization.

It is very essential to have cordial relationship with employers and employees. As an IR and HR one need to solve the problems



in the companies by maintaining, improving and transforming the relationships in an effective way. Make a friendly environment in the office and create an opt atmosphere in the

working place. One needs to integrate and apt inculcate best practises and values according to the science of the time.

Technical Session VII: by Thiru. Manimaran, Head, Industrial Relations, WABCO Vehicle Control Systems, WABCO INDIA LIMITED discussed on the topic “Approaches to Employee Discipline- A Social Work Response”.

He gave brief information about the WABCO Company saying that Global technology leads to 11,000 employees across the world. It aims to lead the world in the creation and supply of products. WABCO was previously known as Sundaram Clayton in India. There are 3,000 employees recruited by the WABCO Company. He explained about the journey which was made by the WABCO. He enumerated in gist the difference between industrial relations and Human resources. Reactive human relations and human resource practice is industrial relations and proactive is Human resources and practice is employees' relation. The involvement of the employee in the organisational growth is the major back ground and back bone. He also explained about the map events which are presently used by organisations. Events like employees' family visit to field, summer camp for children, annual family day, union education tour etc. were spoken of with much vigour and enthusiasm. He stressed that model of employees' relation which consists of effective management in human relation, effective communication and scholarship etc.





Way of life in WABCO India – continues having industrial relations climate across all the planks.

The recognised trade union in WABCO is INEEU affiliated with INTUC. There are 5 members as office bearers, 10 committee members and there are 4 subcommittee Members. Once in two years, union office bearers will be changed in WABCO -With the help of INEEU along with the office bearers workers will be taken on an educational tour. There are various communication channels like monthly meetings which will be led by the managing

Director, women employees meeting, monthly union meeting, committee meeting and employee



contact programmes once in 15 days. These types of conferences

will help the employees to set right all their problems in order to offer better service for the development of the company.

Employee contact is the back bone of any industry and key employee engagement is active like family visits, newly married employees meeting once in six months and newly joined employees' meetings etc. Ultimately the work for 'no line stoppage' provides protection to employees. Posters were shown based on employees engagement. At this point of time, the current scenario is 60% of labour force work is in unorganized sector and 8% of them are working in the sector organized. In order to be effective Human Resources Managers, one must know all the labour legislation. Over all, there are 49 enactments but major ones are Factories Act, Industrial Employment Standing Orders Act, 1946. Industrial Disputes Act, 1947. Every company has framed Standing Order. Its objectives are to enquire the employers to define the condition of work and uniformities etc. He explained about the external and internal challenges faced by any organization.

There are two ways to tackle this problem and that is



progressive  
discipline  
approach and  
positive discipline  
approach which  
helps the  
employees to  
avoid facing

punishment. He also mentioned about the definition of employee discipline and why there is indiscipline among them. He also stated that ignoring the values and violation of standing order and policies was the cause of taking disciplinary action. Explanation about the charge sheet for acts of misconduct was further explained. Also he mentioned that this method is very specific towards the employees in order to help them to change. They use the word “someone told like this that you can improve in a better way”. At the end of the session he said that the impact of the society is also the cause of credibility of an employee.

The resource person for technical session VIII was Thiru. S.Krishnamoorthy, Senior General Manager- Personnel, Brakes India Ltd., Chennai. Who spoke on the topic “Pros and Cons of Internal and External Leadership of Trade Unions In India and its impact on the Industrial Relation Scenario- A Social Work Response”. He explained about the internal leadership of trade



unions in India and its impact on the Industrial Relations Scenario. He spoke on the benefits for the employees led by internal trade union leaders. He focussed upon the internal and external leadership of trade unions in India.

The national conference came to the last phase of valedictory session; The chief guest for the valediction was Thiru. G. Kalan, President, Indian National Trade Union Congress(I.N.T.U.C-T.N).According to him internal leadership is important for the industry but without external leadership it becomes incomplete. One needs to get specialized in one or the other field for the survival. Trade Union should come as hereditary and there should not be a break in between, There may be politics involved in it but should be clarified at the earliest.

Japan, Malaysia and Singapore do not have as many TU as in India, especially in Tamil Nadu.



Before 1960 there wasn't any security for the labours. Now we have so many Acts and Rights for the workers which were brought by the external leadership. After 1965, it became right of the labour to get 1/40% of the profits. Both employers and employees should work together. Gratuity was given to them, but it is not possible for all the workers in India. Workers' compensation Act and Employee's State Insurance Act came after the Independence. When the employees get affected and injured they are taken care and when an employee dies the family is well taken care. Our employees are protected in every moment of their lives.

The three important things we give to our workers are Retirement Pension, Gratuity, and Provident Fund. Now the present Govt increased the Bonus payment from 3500 to 8200.



Multinational companies pay their employees one month wage



as the bonus. Around 40 labour legislations are applicable to the workers but not applicable to the recently started companies.

External leadership helps to enhance the development of Trade Union. There should be affiliation locally in the state level, thus they will be able to solve their problems by themselves. All the TUs in the world are members of ITUC and INTC. If there is any problem for any of the workers we can fight for our right through this affiliation. Govt should call the TU and solve the problem amicably when the employees are on strike or having problems. When the problems of the employees are not solved then there is low growth rate in the state. This can be solved only by external trade union leadership. Today the workers need their TUs but Govt doesn't encourage them to have one. Globalization has paved way for many important developments in the country and companies; we are able to share openly about their profit and loss. In India 11 trade unions come together and formed one federation at an international level and outcome of this is the hike in the bonus for workers in India. On this note the national conference came to an end.

**A note on the contribution of the seminar to the existing body of research:**

Social work knowledge has been found useful in workplace and it may be looked at from a variety of perspectives. There are broadly two ways:

- (I) Exclusive practice of traditional social work methods, principles and techniques with client group and

(II) Inclusive practise of social work in managing and developing of human resources of the organization through creation of an enabling environment. It also ranges from problem solving to programme management to programme development to policy formulation. The roles an individual plays at the work place and outside work are very much under the domain of social work intervention industry.

As Human Resource and Industrial Relations Specialists, Social Workers are in the main stream of the organization and have scope for applying social work principles and methods at policy-making level. In all H.R & I.R functions, the social work orientation could be embedded. The ultimate objective of social workers in H.R & I.R shall be to make the entire organization “social work sensitive”.

**PLAN FOR PUBLICATION: THE HOST INSTITUTE WOULD LIKE TO COME OUT WITH A PUBLICATION PROVIDED IT GETS FINANCIAL ASSISSTANCE FROM ANY OTHER SOURCE**