



Emerging Trend in Industrial Relations: Ways of agitation change with change of work force

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Abstract

The present study explores the ways of agitation change with change of workforce in Maharashtra. During the study it has been understood the concept of Industrial relation with a major focus on strikes and lockouts is a complex subject with legal frame work. This study also helped in understanding the ways of settling the disputes through different processes like – arbitration, conciliation and adjudication. The study helps in understanding the Industrial Dispute Act, 1947 with major focus on the Strikes and Lockouts. There is a dip in the number of cases of strikes and lockouts but on other hand, there is an advent of Knowledge workforce. With the new reforms presented by government by introducing the labour code bill 2019, still the chances of increasing number of disputes by knowledge workforce is very high.

Introduction

India is a developing country with a CAGR of 5.51% from 2006 to 2020, reaching an all-time high of 24.30% in June 2007 and record low of -20.60 % in March 2020 because of outbreak of COVID 19.

Manufacturing production measures the output of businesses operating in the manufacturing sector. In India, manufacturing production accounts for 75.5 percent of industrial output and around 18 percent of GDP. Manufacturing directly employs 12 percent of the population.

Manufacturing has emerged as one of the high growth sectors in India. India is expected to become the fifth largest manufacturing country in the world by the end of year 2022. Government aims to achieve 25 per cent GDP share and 100 million new jobs in the sector by 2022.

To achieve the goal of rise in national income an removal of unemployment the government has liberalized the industrial policy and opened new avenues for foreign investors and invent of start up by young entrepreneurs has happened.

There are lot of research which has been done in past like - “Strikes - their causes and cure” – A Study by M Vasudeva Moorthy (1946) , “ Bombay Cotton textile industry strikes(1922 – 1964)” by VP Joshi , two major strikes in Tata Steel Jamshedpur by Karnik etc..

The main objective behind this study is to present the trend of strikes & lockout, present the changing trend in the industry because of knowledgeable working class entry to factories because the advancement & use of technology.

Many research works indicates that the work in factories now demand better knowledge than before. Davenport (2002) stated that although knowledge workers are difficult to define and count, “they are undoubtedly a major component— perhaps a majority—of the U.S. and other advanced economies”. Nevertheless, Drucker (2002) estimated that knowledge workers constitute two fifths of the US workforce. Moreover, Guthridge and Komm et al. (2008) claimed that “by one estimate 48 million of the 137 million workers in the United States alone can be classified in this group; a single company can employ upward of 100,000”. They added that a single knowledge worker contributes three times more to the organizational profit than other workers. In a report prepared for the Knowledge Economy Programme of the European Union, Rüdiger and McVerry (2007) suggested that knowledge workers could be classified as the top three occupational categories, assigned by the organizational hierarchy, or as university graduates. They added that the numbers will considerably differ based on the adopted definition, and they realized the limitations of these two categorizations, given that they ignored the economic activities and working tasks of each occupation found that 37% of the European workers are knowledge workers, while 62% are non knowledge ones. Not surprisingly, they have realized that the workers with higher level of education have a higher probability to occupy knowledge work occupations than others specified.

The impact of the knowledge workforce in the factories in manufacturing sector can also can be seen with the quality of new hires in the production operation processes. Today the drivers for impacting the manufacturing sector in India and reason for increasing knowledge workforce are – demographic shifts and consumption trends, new age technological advancement, new emerging markets, sustainable manufacturing processes, increased investments in R&D, managing global value chain and cost competitiveness.

To handle most of the drivers, the need was created to have the knowledgeable workforce and which has impacted the downfall of number of strikes & lockouts in India and eventually in Maharashtra too.

Literature Review :

Industrial Relations: A definition

The term industrial relations refer to industry and relations. "Industry" means "any productive activity in which an individual is engaged" and relations" means "the relations that exist in the industry between the employer and his workmen." To observers like Kapoor, the concept of "industrial relations is a developing and dynamic concept, and doesn't limit itself merely the complex of relations between the unions and management, but also refers to the general web of relationships normally obtaining between employees a web much more complex than the simple concept of labour-capital conflict."⁰¹

According to Ordway Teed and Metcalfe "Industrial relations are the composite result of the attitudes and approaches of employers and employees to each other with regard to planning, supervision, direction and co-ordination of the activities of an organization with a minimum of human effort and friction, with an animating spirit of a cooperation and with proper regard for the genuine will-being of all members of the organization."⁰²

According to J. Henry Richardson "Industrial relations may be referred to as an art, the art of living together for purposes of production."⁰³

According to Allan Flanders "The subject of industrial relations deals with certain regulated institutionalized relationship in industry."⁰⁴

According to H.A. Clegg "The field of industrial relations includes the study of workers and their trade unions, management, employers' associations and the state institutions concerned with the regulation of employment."⁰⁴

According to R.A. Lester "Industrial relations involve attempts at workable solutions between conflicting objectives and values between incentive and economic security between discipline and industrial democracy, between authority and freedom between bargaining and cooperation."⁰⁵

John T. Dunlop was primarily an economist, this is a significant element of his **definition** because he is positing that labour relations problems can be resolved through a system of logic, not chance, and that the development of labour relationships over time can be guided through logical steps and by logical means, with nothing left to disruptive chance.

Dunlop's **definition and system centralized the rules and norms--the agreements--**of industrial relations at the **heart** of *analysis*. This *diverged* from the previous system, which made labour-management conflict and resultant collective bargaining the **heart** of industrial relations, which left a good deal to chance and to the illogical emotions of conflict.

Dunlop's **definition and system identified** what he called a "**web of rules**" that are the elementary components that govern industrial labour relationships. He **identified the institutions and norms** that constitute the framework within which industrial relations are carried out and which govern the outcomes of these relationships.

The subject of Industrial relations is very dynamic and it has shared in different ways by Max Weber, Chamberlain (1970), Flanders (1970) and Clegg (1975). Each one of these approaches shared by great scholars provide for explicit attributes in understanding the dynamics of industrial relations.

Industrial Disputes – Definition

As per Industrial Dispute Act, 1947 (sec -2k), industrial dispute" means any dispute or difference between employers and employers or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour, of any person.

Following could be the causes of industrial dispute:

Psychological causes

Authoritarian leadership
Personality Clashes
Difficulty in adjusting some conditions or with each other (employee& employer)
Demand for self-respect and recognition by workers.

Institutional causes

Non recognition of trade /labour union by the management.
Matters of collective bargaining
Unfair conditions and practices.
Not allowing workers to participate in union.

Working Conditions

Terms & condition of employment
Working Hours
Disputes on layoff, retrenchment, wage differentiation.
Discomfort in working condition
Non adherence to labour laws

2.c) Strikes – Definition

As per Sec 24 (3) of Industrial Dispute Act, 1947, "Strike means a cessation of work by a body of persons employed in any industry acting in combination or a concerted refusal, or a refusal under a common understanding, of any number of persons who are or have been so employed to continue to work or to accept employment". This is the most powerful weapon for union for compelling management to accept their demand on account of production loss.

Strike action, also called labour strike, on strike, greve (of French: *grève*), or simply strike, is a work stoppage caused by the mass refusal of employees to work. A strike usually takes place in response to employee grievances. Strikes became important during the industrial revolution, when mass labour became important in factories and mines. In most countries, they were quickly made illegal, as factory owners had far more political power than workers. Most western countries partially legalized striking in the late 19th or early 20th centuries.

No doubt strike is the ultimate weapon in the hands of worker and labour laws also support strikes if it does in accordance with, if we go through the history of strikes and analyse, core reason we find ultimately is non-payment of wages to workers by their employer, followed by irregular payment of wages and then less payment of the wages.

Whereas, as per sec – 2 (1) of industrial dispute Act, 1947, the **Lockout** is defined as he temporary closing of a place of employment, or the suspension of work, or the refusal by an employer to continue to employ any number of persons employed by him". Lockout is antithesis of strike.

History of Strikes, trend in India & the reasons

Strikes came into existence in the wake of the Industrial Revolution. With the invention of machinery to supplant human labour, unemployment, lowering of wages in a competitive market, supply of labour in excess of demand - became the order of the day.

The first known strike was in the 12th century B.C., in Egypt. Workers under Pharaoh Ramses III stopped working on the Necropolis until they were treated better.¹

The use of the English word 'strike' first appeared in 1768 when sailors in support of

demonstrations in London, “struck or removed the topgallant sails of merchant ships at port thus, thus crippling the ships.”²

As the 19th century progressed, strikes became a fixture of industrial relations across the industrialized world, as workers organized themselves to bargaining for better wages and standards with their employees.

The 1974 railway strike in India was the strike by workers of Indian Railways in 1974. The 20 days strike by 17 lakh workers is the largest known strike in India. The strike was held to demand a raise in pay scale, which had remained stagnant over many years, in spite of the fact that pay scales of other government owned entities had risen over the years.³

Strikes became common during the Industrial Revolution, when mass labour became important in factories and mines. In most countries, strike actions were quickly made illegal, as factory owners had far more political power than workers. However, most western countries partially legalized striking in the late 19th or early 20th centuries.

The trend of Strikes & lockouts in India are as follows:

<u>Year</u>	<u>Strikes</u>	<u>Lockouts</u>	<u>Total</u>	<u>Man days Lost</u>
2013	103	155	258	12645371
2014	119	168	287	11095370
2015	112	29	141	4014559
2016	104	26	130	4619868
2017	100	24	124	4396815
2018	78	13	91	1740150
2019	36	6	42	640976

Source: Labour Bureau, Shimla

The number of strikes and lockouts used to be very high pre – independence and which eventually reduced in Maharashtra. The trend is very much noticed in the textile sector, which is considered to be birth of strikes and lockouts in Maharashtra.

Textile Mills	1981	1991	2001	2011	2014	2017	2018
No of Strikes & Lockouts	66	10	12	7	8	13	4
Workers Participated	564	61	86	26	24	16	35
Person days lost	47.36	2.37	4.53	1.73	0.63	0.41	0.85

Source: Commissioner of Labour, Government of Maharashtra

Some of the strikes in India, which became violet resulting to loss of workmen and impact to business to much extent and they are as follows ⁰⁶ :

M/s Honda Motorcycle and Scooter India – 2005: In June 2005, employees at Honda Motorcycle and Scooter India factory in Gurgaon, started protesting against differentiation in wage rates. This led to sacking of four workers for intermittent strikes, slowdown, protests and finally an instance when the company president was “gheraoed”.

At this point, the strike went wrong when the protesting employees clashed with the police near the company's MG Road showroom. Nearly 100 people were injured. The production at the company's plant went down from 2,000 to 400 units per day. The total loss in revenue was estimated around 130 crore.

The company has, since then, faced labour strikes in 2006, 2009 and 2010 and now in 2016. The total production loss combined has been estimated at around Rs 407 crore.

M/s Mahindra and Mahindra – 2009 : In May 2009, workers at Mahindra's Satpur, Nashik plant protested over the suspension of union leader MadhavraoDhatrak on disciplinary grounds. The strike was called off after 48 hours; however, it led to production loss of around 6,000 units amounting to Rs 325 crore.

Mahindra again faced similar protests in 2013 leading to loss of 3,500 units. Production of Bolero, Xylo, and Scorpio were the worst hit.

M/s Hyundai Motor – 2010: The Indian unit of Hyundai Motor Company incurred a loss of Rs 65 crore due to a production halt at its Chennai plant following a protest by 150 workers demanding the reinstatement of employees sacked in December 2009. It led to a production loss of 2,200 cars.

M/s MRF Tyres – 2010: Production at MRF Tyres' three manufacturing plants in South India was hit after employees stuck to demanding end of labour contract. The company suffered a total loss of over 1 lakh units per day.

M/s Maruti Suzuki – 2012: The suspension of a worker, for misbehaving with his shop-floor supervisor at MSIL's Manesar plant, led to a violent clash between the workers and the managerial staff. The workers burnt down the administration wing of the plant that manufactures Swift and Dzire. One person, Awanish Kumar Dev, the general manager of human resources, died of burn injuries. When police intervened, the workers injured nine policeman and nearly 100 managers, including two Japanese expatriates. In 2011 too, the Manesar factory had experienced labour protests demanding higher wages. As a result of that protest, Maruti's net profit had fallen 29 percent to \$296 million. Its vehicle sales fell nearly 11 percent to 1.13 million units.

Type of Strikes :

According to Industrial Disputes Act 1947, Strike [Sec. 2 (q)]: Strike means "a cessation of work by a body of persons employed in any industry acting in combination or a concerted refusal under a common understanding of any number of persons who are or have been so employed, to continue to work or to accept employment". Mere stoppage of work does not come within the meaning of strike unless it can be shown that such stoppage of work was a concerted action for the enforcement of an industrial demand.

- I. Economic Strike: Under this type of strike, labours stop their work to enforce their economic demands such as wages and bonus. In these kinds of strikes, workers ask for increase in wages, allowances like traveling allowance, house rent allowance, dearness allowance, bonus and other facilities such as increase in privilege leave and casual leave.

- II. **Sympathetic Strike:** When workers of one unit or industry go on strike in sympathy with workers of another unit or industry who are already on strike, it is called a sympathetic strike. The members of other unions involve themselves in a strike to support or express their sympathy with the members of unions who are on strike in other undertakings. Eg : The workers of sugar industry may go on strike in sympathy with their fellow workers of the textile industry who may already be on strike.
- III. **General Strike:** It means a strike by members of all or most of the unions in a region or an industry. It may be a strike of all the workers in a particular region of industry to force demands common to all the workers. These strikes are usually intended to create political pressure on the ruling government, rather than on any one employer. It may also be an extension of the sympathetic strike to express generalized protest by the workers.
- IV. **Sit down Strike :** In this case, workers do not absent themselves from their place of work when they are on strike. They keep control over production facilities. But do not work. Such a strike is also known as 'pen down' or 'tool down' strike. Workers show up to their place of employment, but they refuse to work. They also refuse to leave, which makes it very difficult for employer to defy the union and take the workers' places. In June 1998, all the Municipal Corporation employees in Punjab observed a pen down strike to protest against the non-acceptance of their demands by the state government.
- V. **Slow Down Strike :** Go-slow is yet another form of industrial protest in which workmen do not stop the work but deliberately slow-down the process of production in order to cause loss of production to the employer. It must be noted that there is no cessation of work at all, and in fact, workmen pretend themselves as engaged in doing their work. In *Sasa Musa Sugar Works (P) Ltd. v. Shobrati Khan*, the Supreme Court held that go-slow is not considered as strike within the ambit of Section 2(q), but it is a serious misconduct on part of the workmen. Mr. V.V. Giri, described go-slow as “enemy number one” of the workmen as it ultimately causes damage to their means of livelihood, apart from causing harm to the employer. Indian Courts have also taken a serious view on the go-slow and refused to interfere with the punishment inflicted by the employer for this misconduct, so that the coward practice could be discouraged.

- VI. **Hunger Strike:** In this form of industrial protest, workmen resort to fasting near the workplace in order to demand the employer to redress their grievances. Eg : Bajaj Auto workers in Chakan , Pune went for two days hunger strike on January 07th& 08th 2017.
- VII. **Wild Cat Strikes:** These strikes are conducted by workers or employees without the authority and consent of unions. In 2004, a significant number of advocated went on wildcat strike at the City Civil Court premises in Bangalore. They were protesting against some remarks allegedly made against them by an Assistant Commissioner.

Methodology - Data Collection :

The most of the data presented here are secondary data and because of COVID19 lockdown, the collection primary data was not possible.

The majority of the strikes and lockout data were being used from the government of India, ministry of labour & employment, government of Maharashtra, Labour Bureau and Commissioner of Labour (Central & Maharashtra).

Data analysis :

The secondary data has been analysed on the number of strikes & lockouts in India and then in Maharashtra. The trend of the strikes and lockout in manufacturing sector in Maharashtra and finally the advent new category of workman participating in strikes and lockouts .

Machinery to resolve strikes and lockouts

Legal Provision on Strikes and Lockouts: According to Industrial Disputes Act 1947, a strike is “a cessation of work by a body of persons employed in an industry acting in combination; or a concerted refusal of any number of persons who are or have been so employed to continue to work or to accept employment; or a refusal under a common understanding of any number of such persons to continue to work or to accept employment”.

There are few aspects of a strike. Firstly, a strike is referred to as stoppage of work by a group of workers employed in a particular industry. Secondly, it also includes the refusal

of a number of employees to continue work under their employer. In a strike, a group of workers agree to stop working to protest against something they think is unfair where they work. Labours withhold their services in order to pressurize their employment or government to meet their demands. Demands made by strikers can range from asking for higher wages or better benefits to seeking changes in the workplace environment. Strikes sometimes occur so that employers listen more carefully to the workers and address their problems.

Procedure to be followed incase of Strike called by union : Proposal to go on strike should be intimated to management by way of prior notice, that is 14 days stipulated time period should be given to the management to respond or react so as to avoid strike . During this 14 days' time no workmen should go on strike. Only after expiry of the that 14 days and management fails to respond or resolve issues within that 14 days, workers can go on strike on fixed date by giving notice of strike.

Succinctly; Strike should be only after the expiry of 14 days of prior notice given to the management.

⁰² See, Ordway Teed and Metcalfe,- Personal Administration Its Principles and Practice, 1970

⁰³ See, Richardson J.H. -An Introduction to the study of Industrial Relations.

⁰⁴ See, Allan Flanders- Management & Unions, 1970

⁰⁵ See, H.A Clegg -Industrial Democracy and Nationalization, 1951

⁰⁵ See, legal service India by Dheeraj Singh

According to Sec. 22(1) of Industrial Dispute Act, 1947, no person employed in a public utility service shall go on strike in breach of contract-

- Without giving to the employer notice of strike, as hereinafter provided, within six weeks before striking; or
- Within fourteen days of giving such notice; or
- Before the expiry of the date of strike specified in any such notice as aforesaid
- During the pendency of any conciliation proceedings before a conciliation officer and seven days after the conclusion of such proceedings.

According to Sec, 26, of Industrial Dispute Act, 1947, the penalty for illegal strikes and lockouts are as follows:

- Any workman who commences, continues or otherwise acts in furtherance of, a strike which is illegal under this Act, shall be punishable with imprisonment for a term which may extend to one month, or with fine which may extend to fifty rupees, or with both.
- Any employer who commences, continues, or otherwise acts in furtherance of a lock-out which is illegal under this Act, shall be punishable with imprisonment for a term which may extend to one month, or with fine which may extend to one thousand rupees, or with both.

Industrial dispute settlement machinery:

Tripartite Bodies: Industrial relations in India have been shaped largely by principles and policies evolved through tripartite consultative machinery at industry and national levels. The aim of the consultative machinery is “to bring the parties together for mutual settlement of differences in a spirit of cooperation a goodwill”.

Indian Labour Conference (ILC) and Standing Labour Committee (SLC) have been constituted to suggest ways and means to prevent disputes. The representatives of the workers and employers are nominated to these bodies by the Central Government in consultation with the All-India organisations of workers and employers.

The Labour Ministry settles the agenda for ILC/SLC meetings after taking into consideration the suggestions sent to it by member organisations. These two bodies work with minimum procedural rules to facilitate free and fuller discussions among the members. Please note that the ILC meets once a year, whereas the SLC meets as and when necessary. I am sure you would have read in the newspapers that the ILC meet is being organized.

Code of Discipline: The Code of Discipline is a set of self-imposed mutually agreed voluntary principles of discipline and relations between the management and workers in the industry.

Standing Orders: The purpose of having Standing Orders at the plant level is to regulate industrial relations. They define with sufficient precision the conditions of employment under the employers and hold them liable to make the said conditions known to workmen employed by them. These orders regulate the following: Conditions of employment, Discharge, Grievances, Misconduct, Disciplinary action etc.

Conciliation: Conciliation or mediation signifies third party intervention in promoting the voluntary settlement of disputes. The conciliator assists the parties to dispute in their negotiations by removing bottlenecks in communication between them. Conciliation machinery as provided under the Industrial Disputes Act, 1947 is as under:

Conciliation Officer: The Act provides for the appointment of conciliation officers, permanently or for a limited period, for specific area or for a specific industry, to whom the industrial disputes shall be referred for conciliation. The conciliation officer enjoys the powers of a civil court; he can call and witness parties on oath. The conciliation officer examines all facts relevant to the disputed matter and then gives his judgment.

Board of Conciliation: The Act also empowers the Government to appoint a Board of Conciliation for promoting the settlement of disputes where the Conciliation Officer fails to do so within 14 days. The Conciliation Board is a tripartite adhoc body consisting of a chairman and two to four other members nominated by the parties to the dispute. The mode and procedure of the functioning of the Board are similar to those of the Conciliation Officer.

Court of Enquiry: In case the conciliation proceedings fail to settle an industrial dispute, the Government has yet another option of referring the disputed to the Court of Inquiry. The Court is expected to give its report within six months. The performance of conciliation machinery cannot be said to be satisfactory. Only 25% of cases are annually handled. Besides a very large number of disputes are filed and then withdrawn later on by workers or unions. It means petty issues are taken up for conciliation. Finally, a substantial number of cases remain pending.

Voluntary arbitration became popular as a method of settling difference between workers and management with the advocacy Mahatma Gandhi, who had applied it very successfully in the Textile industry of Ahmedabad. However, voluntary arbitration was lent legal identity only in 1956 when Industrial Disputes Act, 1947 was amended to include a provision relating to it. On failure of conciliation proceedings, the conciliation officer may persuade the parties to refer the dispute to a voluntary arbitrator. Voluntary arbitration refers to getting the disputes settle through an independent person chosen by the parties involved mutually and voluntarily. The provision for voluntary arbitration was made because of the lengthy legal proceedings and formalities and resulting delays involved in adjudication.

Adjudication: Adjudication may be described as process which involves intervention in the dispute by a third party appointed by the government, with or without the consent of

the parties to the dispute, for the purpose of settling the dispute. The reference of dispute to adjudication is voluntary when both parties agree to reference of dispute to adjudication at their own accord, and it is compulsory when reference is made to adjudication by the Government without the consent of either or both the parties to the dispute. The Industrial Disputes Act, 1947 provides a three-tier adjudication machinery comprising – Labour Courts, Industrial Tribunals and National Tribunals.

Strikes and Lockouts and current status of such cases in India

In India, right to protest is a fundamental right under Article 19 of the Constitution of India. But right to strike is not a fundamental right but a legal right and with this right statutory restriction is attached in the industrial dispute Act, 1947.

As the data shown above, the number of strikes and lockouts in last ten years has drastically come down in comparison to pre and post-independence period.

The major reasons for reduction in the strikes in India and state of Maharashtra are – stringent law, time taking procedure, union members avoid the chances of wage loss incase of illegal strike and increase in the number of skilled workforce i.e knowledge workers.

In last two years, the government has taken some of the major steps like – introducing the labour code bill in Parliament.

The essence of the new labour code 2019 are as follows:

- The Code provides for the recognition of trade unions, notice periods for strikes and lock-outs, standing orders, and resolution of industrial disputes. It subsumes and replaces three labour laws: the Industrial Disputes Act, 1947; the Trade Unions Act, 1926; and the Industrial Employment (Standing Orders) Act, 1946.
- Trade unions that have a membership of at least 10% of the workers or 100 workers will be registered. The union with 75% of workers in an establishment will be the sole negotiating union. Otherwise, a negotiating council of unions will be formed.
- An employee cannot go on strike unless he gives notice for a strike within six weeks before striking, and within 14 days of giving such notice. Similar provisions exist for lock-out of workers.

- Industrial establishments with 100 workers must prepare standing orders on matters listed in a Schedule and have them certified.
- Factories, mines or plantations in which 100 or more workers are employed are required to take prior permission of the central or state government before laying off or retrenching their workers.

So, in this bill also the strikes are not the favourable option for unions and making it more stringent for any illegal strikes and lockouts for both workers and organizations.

Strategy for the organization

In this situation where the laws are also favourable for organization and workers by protecting the interest of the both in terms of wage, reducing the chances of dispute and harmonious manufacturing operations. This is also an opportunity for the organizations to establish the processes laid down in the industrial dispute act, 1947 like – works committee, grievance redressal processes and building mutual trust & ownership towards the organization & worker by employer and workmen respectively.

Conclusion

As the data above shows that the number of strikes and lockouts decreased drastically from 1990 to 2019 but also, there is different category of working classes in which the number of strikes is constantly happening are shown below. This category of workers are called as “Knowledge Workers”.

The Davenport stated that although knowledge workers are difficult to define and count, “they are undoubtedly a major component— perhaps a majority—of the U.S. and other advanced economies”. Drucker estimated that knowledge workers constitute two fifths of the US workforce. Moreover, Guthridge and Komm claimed that “by one estimate 48 million of the 137 million workers in the United States alone can be classified in this group; a single company can employ upward of 100,000”. They added that a single knowledge worker contributes three times more to the organizational profit than other workers.

In India the Knowledge workers are more focused towards their growth, skill upgradation, wage increment, growth in the organization, freedom to operate and less supervision. The knowledge workers also have started forming the union and raising the demand against the organization and for better treatment from government.

⁰⁶ See, economic times, February 23, 2016

⁰⁷Source: Gary Dessler, Human Resource Management, Prentice Hall Of India

⁰⁸Source: The world of knowledge worker,TOI, Aug 20, 2001

⁰⁹International Labour Office. 2010. A Skilled Workforce for Strong, Sustainable and Balanced Growth: A G20 Training Strategy

The statistics of last three years in Maharashtra shows that, the knowledge workers have done strikes and the data are as follows:

Category	2017-18	2018-19	2019-20	Reason for strike
Doctors	01	01	01	#Introduction to new medical bill #Threat to life of doctors in hospital due to regular assault by patient's attendant.
Engineers	01	01	01	# On salary cuts in IT sector in Pune # Hunger strike by engineers on non-revision of salary in PSU in Punjab #Changes proposed in Electricity Act, 2007

The managing the knowledge workers will be much difficult than the earlier workers because they are well aware about the technology, uses the internet , demand the wage as

per the law and if required raised the concern through different channels like – legal proceedings, internet (twitter, Instagram, facebooketc) and have less fear of losing the job because of skill set . The organizations should take the knowledge workers point of view i.e. participative management style and effective implementation of works committee in case of factories.

The above data and the subject of knowledge workers gives an opportunity for further research that would provide for an even deeper understanding of the subject.

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