

**Course Name: Labour Welfare and Industrial Relations**

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**Week – 01**

**Lecture – 01**

Lec 1: Background, IR in the post-independence period, functions of IR

Hello learners !! hope you are having a wonderful day so today we start with the course on labor welfare and industrial relations in the introduction video if you have seen you would have come across a certain Nuances of this course, I had categorically explained why we need such a course. What is the relevance of this course? What are the underlying situations which demanded the rise of industrial relations or, you know, as a measure of labor welfare? So, all these aspects I'll try to justify and give you some substance with respect to the understanding of the entire plot of labor, labor welfare and industrial relations. So that will be module one. We'll be looking into what industrial relations is all about and why we need to study this.

I'm Dr. Abraham Cyril Issac. I'm a faculty at the School of Business, Indian Institute of Technology, Guwahati. So when we look into this course, labor welfare and industrial relations specifically, we have to understand and acknowledge the background of how industrial relations came up as a discipline or as scope to study as a discipline and as a field of study.

So when we are looking into industrial relations, we have to acknowledge the fact that in situations where there are oppression, there are exploitation, there are problems with respect to a manager and an employee. There are issues with respect to unhygienic workers. working condition or maybe situations which demand or warrant a better safe

working condition. Industrial relations and labor welfare happens to be the key word or the buzzword. So this is where we have to acknowledge the fact that

Over the period in time, as mass production came up and then lot of workforce or lot of workers joined the workforce and the workforce increased tremendously, there came up problems. And to resolve these problems, there came up unions or let's say formation of formal or informal organizations which supported the cause of these individuals or workers, individual workers specifically. Those were represented. There was a lot of conflicts. There were a lot of arguments, engagements.

There were a lot of interactions, deliberations and finally arguments. we have a robust structure of industrial relations so that's pretty much the background of what has happened but let's go into the detail let's understand specifically what do you mean by industrial relations now there are a lot of different definitions associated with industrial relations but in the background you should categorically remember one thing which i have stressed and underscore in my introduction video that there are two entities specifically one, the employer, another the employee. So all the interactions, all the deliberations, all the contacts, all the engagements happening between these two entities specifically contribute to what is called us industrial relations.

Now we have different ways to look into it. Different lenses are used to focus on this particular association or interrelationship. So let's start with the first definition by Dale Yoder. Now industrial relations specifically is described as relationships between management and employee. or specifically among employees and their organizations that characterize or grow out of employment.

So the context here is employment. The context here is a formal organization whereby people come to work, they work for maybe for salary, for wages, maybe for other benefits, but They come to a particular place to work. There's a formal setting of an organization. And this is how the interaction happens between the management and the employees specifically.

Now, according to John Dunlop. Industrial societies necessarily create industrial relations defined as complex interrelations among managers, workers and agencies of government.

So if you look into the whole change of dimension, so that it was two dimensional in the initial phase. One was with respect to the employer. So let's take it as manager.

Second was with respect to the employee. So maybe the representation from the employees or maybe the employee itself. But then there's a third dimension being added by John Dunlop, which is nothing but the government, the authority, the authority in power. So the government also understood that when a large set of workforce, is being affected or let's say is part of a problem, then it is their onus or it is upon them to actually get involved and solve.

So this is a third dimension that is coming into picture. And every single industrial relations effectively, if you ask me, has an element of government associated with it, no doubt. So let's look into the role of industrial relations. If somebody asks us or somebody tells us, please do not undermine the role of the government of the day or the role of the government of the particular region in actually solving a particular issue, in actually influencing a particular issue or maybe even to actually bring out laws so that the issues will not arise in the first place. So this is particularly, this is specifically the role of organizations and specifically the role of government in picture.

So John Dunlop redefined or maybe added one more definition or added one more dimension with his definition whereby he brought out the significant role of the government. Now, when we look into a wider coverage inclusive of all sectors, specifically the International Institute of Labor Studies has defined it as a social relations in production. So again, the context is of a particular production house. Context is of a particular organization where some activity could be manufacturing, it could be processing, it could be anything related to production. Generation of labor or generation of work or something where people are coming together to do something whereby some input is converted to output and there is some source or some generation of a product or service.

So this is specifically the all-round context whereby people come into it and there is social relations that is happening. So these are some of the contexts in which you have to understand industrial relations. Please note, again, during this class, I will stress on two

factors, employee, employer. We cannot have any industrial relations without or by undermining these two factors. But that's it.

I will go with Dunlop by bringing in a third dimension, the effective dimension of the government or the authority in actually trying to solve or mitigate any problem if any or maybe to bring out laws or acts so that any problems are or problems are not there in the first place so let's look into industrial relations basically from how it has emerged we have tried to discuss it in the introduction video also but i will try to set or cement the entire understanding of industrial relations from his background Industrial relations specifically spring from the contacts between employers and employees and specifically the trade union. So there should be some organized segment or entity to actually represent the employee. So when the employer is, let's say, there might not be any case of exploitation.

There might be a case of just ordinary work, but again, there might be some conditions which the employee might be feeling is not right, or might think that it is not safe, or might be thinking that it is not the conducive environment that he or she prefers to work for, or work in. So, in those situations, in those particular arena, in those particular circumstances, there emerges an association, formal, informal, as equivalent to trade union. So they represent what is the problem with these individuals, what are the issues that are concerning these workers and they are represented at a top level. So this is what industrial relations tried to solve in the first place.

Now that said, such relations and contacts prevail at various levels and various forms. So it is not that initially organizations were there and suddenly one fine day Industrial relations came up, trade unions came up on one fine day and they started working or deliberating or listening between them. That's not the case. At every single level, we have seen that at individual level, at organizational, formal, informal, at all the interaction level.

We have seen that there exists some sort of interaction, some sort of deliberation, which is which may be represented, which may be directly or indirectly initiated by the employees in the first place. So please understand the modern industrial organization

specifically is based upon. Two large aggregates. So the point of employee employer comes more into a refined fashion whereby I try to bring in two aspects. One is the accumulation and aggregation of large capital in one hand.

Please note the accumulation and aggregation of large capital on one hand and similarly the accumulation and aggregation of large number of workers. So there comes an entity or set of two entities whereby the whole relationship is formed. One is aggregation and accumulation of large capital. This makes things happen. This makes factories.

This enables factories. to set up organizations to produce something or to maybe process something. So capital is basically the life force power of any organization or any company. Similarly, On the other hand, we have a large accumulation and aggregation of workforce, which again happens to be inevitably the source of the life force power of the entire industrial relation.

So please note, when we look into the modern industrial situation altogether, there is large accumulation. accumulation and aggregation of capital in one place and there is a large accumulation and aggregation of workforce in one place. Let me put it like this. Let me synthesize this as this. When there is large accumulation or when there is availability of large capital and when there is availability of large workforce specifically which are divorced from the ownership of the means of production, it is

sine qua non to what is known as the establishment and growth of modern day industry. I repeat, it is sine qua non to the establishment and growth of modern industry. So please note, these two are the entities, these two are the aspects which bring or drive the entire set of industrial relations together. So the center of industrial relations is coming together with these two big aggregates. So without the existence of this, there could not be or there would not have been any discussion on industrial relations in the first place.

Please note. The entire context of industrial relations, the entire context of worker versus the employer, the entire context or the relevance of trade unions in representing the employee, everything comes with the existence and establishment of these two large entities. So the background, the basis of this entire course is, is all about these two

entities. One is the accumulation and aggregation of large capital and the accumulation and aggregation of large workforce.

Both are vital. Both are important. Both are critical for the organization. There is no denying the fact. But that said, the interrelations, the interconnections, the convergence of both, all these aspects actually make what is known as industrial relations.

Now let's quickly look into the dominant aspects of industrial relations. There are two important aspects specifically seen in modern industrial society and the first one rightly is corporations. And the second one is conflict. So it is easy to say that every not only in industry, but also in every single dimension of life, we see cooperation and conflict in family. We see cooperation and conflict.

Let's say in the school where we study or in the institute where we learn or teach, we see in the organizations where we work, we see cooperation and conflict. So dominant aspects of industrial relations happens to be cooperation and conflict. It is not big rocket science. But please understand the number, the basic large number. Accumulation and aggregation.

Again, I'm using the adjectives. Large accumulation and aggregation. So, the fun part is or the interesting part is the number. The high number or the massive number, the colossal number itself makes the whole dimension of industrial relations more interesting. Please understand, cooperation is the normal feature of industrial relations.

Anything and everything will not survive if there is lack of cooperation. If there is conflict at your workplace, you will feel the mental stress. Sometimes the body also will take it all. You may also feel physical stress, physical ill conditions. You know, medical conditions can come up.

You might have a stroke. You might have a heart attack. A lot of issues will come up. Not only mental stress. So please understand, conflict...

is not desirable. Cooperation is supposedly the normal feature of industry relations, but just introspect within your organization. What is the normal feature within your organization? Is it conflict or is it cooperation?

So many of you might be thinking or maybe channeled to tell that it is not cooperation. Rather, it is conflict. The buzzword nowadays happening in the organization. But please understand the normal feature of industrial relations is cooperation. So this cooperation flows from the pursuit of self-interest by cooperation.

Owners of the capital and owners of the labor power. So, it is not that you are undermining the existence of labor power altogether. So, in many of my classes in the B school here, generally, I talk about something called a strategic intent. So, strategic intent is somewhere you are an individual person. goals or aspirations or objectives are in tandem or are in alignment with the organizational objectives or goals.

So this is what is broadly strategic intent. So when you are looking into cooperation, you should have an understanding of strategic intent. This is what exactly is happening. You are not trying to actually say that there is a misconception that everybody is working together, somebody is sacrificing, somebody is compromising. No.

Rather, it is more of an inherent integration whereby the individual goals are also taking the front seat, not at the cost of the organizational goals. That's the only difference. So it is not about undermining the individual aspirations or objectives or goals. Rather, it is to acknowledge that every individual working in your organization or working in your organization or this organization, organization of your reference is individually different and that is the beauty of it we have discussed extensively in some courses about a diversity we have talked about cognitive diversity also so that is the beauty of it there are individual differences and please note it takes all types of people to make this world so in differences are common differences are there differences are the only constant but that its we have to acknowledge these differences

then only we can come to a level of cooperation. So, cooperation, please note, is not about undermining individual goals, aspirations, etc., but rather than acknowledging the fact. Now, let's look into conflict. Conflict, like cooperation, is inherent in the industrial relations setup of today. So it becomes apparent totally when industrial disputes specifically resulting in strikes, lockouts, etc.

become frequent. So it need not exactly lead to strike. You know, take a step back and look into your organization. There might have been issues where, you know, your organization might must have faced internal conflicts, internal departmental conflicts, whereby some of the established projects were not finished properly. In time, in the particular timeline, or there might be a breach in the deadline, mainly because of the lack of cooperation that happened, or I'll put it rather than the lack of cooperation, more of conflict between different individuals, their egos, or maybe departmental egos, or maybe departmental dimensions or equations.

So all these aspects we would know is happening in our organization. So it was a factor in understanding industrial relations. So conflict like cooperation happens to be one of the dominant aspects of industrial relations. So I think that this understanding that cooperation and conflict though they are in diametrically opposite poles the relevance is clearly understood now let's look into evolution of industrial relations so the origin of

The origin of industrial relations is again in employee-employer relationship. So time and again, I've already mentioned that I will try to ascertain these differences again and again or this particular concept that the equation between employer and employee is what governs the industrial relations. So the relationship between The employer and the employees were informal and personal in the first place. So if you look into how the company is developed, it did not start on a formalized note.

Never. Maybe one or two workers came or we cannot even qualify or call them as workers. They came together for a cause, for a purpose. They started working. Something beautiful came out.

So again, some product was developed. It might have been started as an informal gathering, as an informal conglomeration or informal group of workers coming together. But again, Over the period, as more giant joint stock companies came, as more professional organizations came, the relationship between the employer and employee, please note, is no longer informal. is no longer intimate it is more on a formal basis again try to recall the people who are working or your colleagues they are not your brothers or sisters they are not your friends they are all part of a formal structure who are there to do



some particular activity who are paid to do some particular activity so please note in the course of organizational behavior i had actually mentioned that there cannot be an understanding that your colleagues are your friends

Please do not go to that level. But I will try to take that leaf out of that course and I will say that in industrial relations as the size increase, as the scale increase, more formalization happened and more of a formal setup and Lack of intimacy came up. So it is more of a professional setup that has emerged out of this industrial relations. And ladies and gentlemen, that's what evolution of industrial relations teaches us.

So when you are looking into specifically evolution of industrial relations factors as the intervention of the state. Please note, we have already brought in the third dimension, the state or the government, the intervention of the state, the growth of trade unions and their federations. So basically, it did not restrict itself to a particular community or a particular informal setup. Rather, the trade unions emerged. They become so big that they try to feed even the political parties.

So their federations, employers, associations... Employers, because it is not always one way, you know, as the representations and as the associations and organized setups of employees increase, employers also found it critically relevant to have their own organizations, have their own collective wisdom to take decisions on or have their own collective formalized strength. showcase on so there are some of the employers organizations or associations so all these factors be the state be the trade unions and the Federation's or even the employers organizations all these aspects influenced categorically the spirit and the course of the relationship between employers and employees so we started with the two entities employers and employees but from there we have moved a lot We moved from employers to employees. There happened to be associations coming in for the employees in names of trade unions and their federations.

Employers also felt their insecurity or they also thought the need has come. to make a formalized setup of employers union or employers association and not to forget the most important party which is the government also president. So these three stakeholders, these three important entities also started dictating dating also started influencing industrial

relations. So please understand, it is no more the simple, simplistic interaction between employee and employer.

It is more of the evolution that is being underscored by these three entities. That is the state, the trade unions and the federations and third, the employers association. Now let's look into the clinically the background of industrial relations. When you look into the Indian scenario, industrial relations has specifically passed through several stages.

A number of factors including social, economic, and political have influenced industrial relations in India. Let's look into social factors. Anything that emerged from, let's say, the differences in caste, in creed, the problems that were faced by social strata of a particular region, or maybe aspects like not including or lack of inclusion of a particular segment of people were all part of this social factor. When you are looking into India as a country after freedom, specifically, it was a totally in a devastated state.

The economic conditions were very poor. We did not have as clearly mentioned in our history that we did not have enough of, you know, even the. the food materials to cater to our population. So economic conditions were dire, was critical. So was political.

There were a lot of political turmoils that have happened because it was a new state altogether. There were a lot of problems that emerged because of new rules, new policies and the freedom just the country received from the clutches of the British rule. So all these problems categorically in tandem, influence the industrial relations specifically. So in the pre-independence days, if you look,

Workers were hired and fired just like that because it was some other rule. It was not ownership based mechanism. They were always behaving as invaders. There are always situations where people were not considered as one's own as a principle of demand and supply governed industrial relations. People were just considered just considered as factors of mass production.

They were not given the human element. They were not considered as human beings. Even there were episodes of torture. There were sorts of exploitation that happened to our

force. So please understand the industrial relations have to be seen from that background, how it emerged from the pre-independence era.

In the pre-independence era, we did not have the control. There was an entity which was working in more of an exploitation way or exploitative fashion. So that created social unrest, that created economic unrest and that obviously had political unrest which resulted in the freedom. Now when you look into the first world war period, the end of the first world war, there were hardly any laws. there were hardly any laws to protect the interest of workers.

So, this is not only specific to the situation in India, the situation was quite same throughout or across the globe. So, as mass production came in, issues related to workforce also started emerging, but it was not Till the First World War that people tend to understand and acknowledge that there are issues and we have to work together collectively to actually solve these issues. So these are certain factors or certain pointers in the industrial relations background we should acknowledge and understand specifically. When we look into the timeline specifically, I have given you a timeline where numerous strikes and disturbances happened during the 1928 to 29.

So if you look into the industrial relations background, the timeline specifically 1928 to 29 would be significant in starting with our understanding. We'll see that this particular time zone would have initiated lot of strikes and disturbances which I was otherwise talking about with vis-a-vis the problems associated with the socio-economic crisis, the problems associated with the political unrest, the problems associated with the combined effect of all these factors. In 1929, as a result, the government enacted the Trade Disputes Act. To enhance the early settlement of industrial disputes. So you will understand that by the time there were a lot of disputes that were compounding.

So this warranted this specifically warranted the need for such an act. Trade Disputes Act, whereby all these disputes have to be considered and some relevant and significant actions have to be taken. Otherwise, a state of anarchy would be setting in, at least in this organization. So to solve the issue, to have a clear-cut understanding and have a clear-cut problem solving, the Trade Disputes Act 1929 was brought in to enhance the early

settlement of these industrial disputes. Come 1938, in order to meet the acute industrial unrest prevailing, the Bombay government enacted the Bombay Industrial Relations Act.

So Trade Disputes Act had its own limitations. That is quite evident that the unrest and the disputes kept on increasing. And 1938 happened to be a seminal year. or a watershed moment where the Bombay government enacted the Bombay Industrial Relations Act. So please note, it is the pre-independence era that we are actually talking about.

Now, industrial relations in the post-independence period. After independence, one of the significant steps taken in the field of industrial relations, as I have already mentioned, was the Industrial Disputes Act of 1947, which gave the autonomy to the Indians in actually bringing out a more effective law, So another development in the immediate post-independence period was setting up of the Indian Labour Conference, ILC, a tripartite body to look into the IR problems in India. So after taking over the control in 1947, the political masters of the country, decided that this happens to be industrial relations, happens to be one of the critical scenario, one of the critical problems that the country is facing.

And because of this, we have to take a serious action. And as a result, many critical initiatives were taken, not to forget the Industrial Disputes Act of 1947 and also the establishment of Indian Labour Conference. To also note an important characteristic feature of IR in the post-independence period was the change in government's attitude towards labor and their problem. And this is quite relevant mainly because there was more of a sense of ownership that came in here. There was more of a sense of belongingness that came in here because now the people who are ruling or who are ruling are no more foreigners.

Now the people who are ruling are more equally contributing to the nation's economy, if not more. They are more responsible towards the workforce of the country. They understood that if we have a healthy and efficient and effective workforce, it would be for the betterment of the country. So the important characteristic specifically undermined during the post-independence era was a change in attitude towards the workers. So please note, there has been a lot of oppression, a lot of exploitation in the pre-independence era.

But things started getting better after the post-independence era. When continuing the timeline, we'll see that in 1966, the National Commission of Labor, NCL, was appointed by the government. So again, the government was very keen in solving and mitigating the problems faced because India was not a small country. It was a country with wealth. Large number of population and so was the workforce and also came with that a lot of problems.

So to solve that, the NCEL, National Commission of Labor was established in 1966. In the early 70s, we witnessed considerable industrial strife. And loss of large number of man days. So again the exploitation and the problems were not totally solved. There were issues that pertained to lot of or that emerged into a big industrial strife.

And unfortunately the country lost a large number of man days. So in the late 70s if you look into the late 70s and the early 80s specifically. Industrial relations in India were characterized mainly by violence. So people started understanding that they are not getting sufficient salary wages. They are not getting sufficient benefits for what they are creating or what they are producing for the owner.

So there was a mismatch in expectation. There was a mismatch in the expectation of working condition. There was a mismatch in expectation of how people were treated. There were a lot of issues and that ultimately resulted in violence. So the late 70s and early 80s undoubtedly but unfortunately was more characterized by violence.

On 26 July 1981, to meet the situation of the industrial strife, The government issued an ordinance to ban strikes. So it went on to that level whereby the employers were not able to sustain that violence. They were not able to curtail that violence and the government had to intervene a new law. Please note a new law called ESMA, Essential Service Maintenance Act was also promulgated.

So these were some of the corrective measures that happened in the early 80s or the late 70s as the unrest grew. So please note that government as a critical entity or critical stakeholder also came into picture and tried to intervene and solve the particular issue. So when you look into the entire set of industrial relations in the background, you will see that things had emerged from the mere employee employer orientation or equation. It has

gone further. There were other stakeholders like the government, the trade unions, the employers organization that came in.

So it has evolved gradually. But again, as the workforce was high, as the people coming into the workforce, the number was massive. There were still issues. disputes emerged, industrial strikes were there. So the government had to bring out the whip and had to bring out some of the regulatory measures like ESMA.

That said, let's now quickly look into functions of industrial relations. We have looked into the background of industrial relations. We have looked into the evolution of industrial revolution, industrial relations. We have looked into the background of industrial relations. Now we quickly look into the functions of industrial relations.

The first and the foremost one is negotiation. Now, you'll see that as the entities or the stakeholders increase, now you are not dealing with employer and employee alone. We are not having a direct conversation between employer and employee alone because of multifarious reasons. One could be that the number, the massive number, the colossal number was one of the reasons. The approach was different.

The attitude was different. So negotiation came in as a result of more number of entities, more number of stakeholders coming into picture. The first and the foremost, the employer, employee, then the trade unions, the federations, the employer organizations, and even the state. So all of them came together. Negotiations started happening.

Negotiations in the line of, let's say, wages, benefits, salaries, etc. in the employee side, negotiations such as efficiency in production, effectiveness in bringing out innovative products, or maybe increasing the number or revenue of the organization from the employer side, having a safe working condition, having an efficient working condition whereby the country could progress from the government side or from the side of the state. So all these stakeholders tried to pitch in with their own agenda and negotiation was a critical aspect or critical function of industrial relations. The second important thing was conflict resolution.

Please note, as employees increased and the friction between employers and employees increased, also other stakeholders supporting and backing these two segments or these two entities also increased. They found that industrial disputes or conflicts was increasing. Normal. It happened to be the norm. Rather, we had already mentioned about the cooperation and conflict.

Cooperation should have been the norm, but conflict emerged as the norm. So basically, conflict resolution also came in as a significant function in industrial relations. So there might be issues pertaining to the working conditions. There might be issues pertaining to the wages, the perks, the salaries, the benefits, or maybe some harassment in the workplace. So all these factors that came in the purview of conflict resolution that made this conflict resolution a significant function of industrial relations.

The third aspect was collective bargaining. When the entities increase, when there are people to talk for or on behalf of employees, When there are organizations to talk on behalf of employers, when the state itself is intervening with its full authority and power, there happen to be conglomeration or establishment of a collective bargaining setup. People found empowered. The employees found themselves empowered.

The employers were empowered. The state thought that we should be also party to the whole discussion. So collective bargaining also happened to be a function or landed out as a function of industrial relations. Employee representation. When more and more employees came in, it was difficult for every single individual to represent himself or herself to the higher management because the number itself was very high.

So trade unions, first the informal organizations, then the formal set of formal organizations, trade unions, their federations. all emerged whereby people started negotiating, people started representing, and employee representation came up as a function of industrial relations. Then came the compliance with labor laws. As more and more of the workforce was increased, people were increasingly working in the work environment. Employers were trying to bring in more capital, as I already mentioned.

Delicate balance between the large aggregate capital and the large aggregate workforce. All these came into picture. Which created or which warranted the state, the government

to interfere and to make a clear cut understanding to both the parties that these are the set of the laws by which you have to play the game or else you will find yourself in trouble. So this was the reason. This was the justification why labor laws were coming into picture afterwards.

They came in as part of the necessity for employees, but also gave a boost to the employers to be considerate and also to work towards synchronous way, work in a synchronous manner towards a particular objective or a particular goal. When you look into industrial relations, employee welfare and well-being is also one of the most critical function. It does not stop at the factory premises. Work or the work culture or the work aspirations or the entire work in itself does not stop at the organization. The employee happens to be an asset of the organization.

This basic understanding actually led the employer to give or to add on some of fringe benefits, some of more benefits, maybe welfare schemes like pension, other social security measures whereby employees the individual in itself he or she is happy to come to the organization put his or her maximum Work and actually work in a place where it gives them the happiness and joy to work. So this was part of the employee welfare and well-being. When you looked into industrial relations, listening are the license between all these factors, all these entities, be it the employer and its representations, employee or their representations or the state.

Everybody had to liaison between these segments and these communications, these deliberations warranted a proper channel of communication between these parties and this emerged yet again as an important function of industrial relations. So was policy development and so was training and development. Policy development at the stage of the state, at the state level, the government understood that There should be some policies which look into not only the working conditions but also the welfare of the people, also the benefit of the large workforce which can actually contribute to the economy of the country. So the training and development was also nurtured in that way or also directed or oriented in that way whereby



the employers were actually motivated to do or give the workforce better training, thereby they could emerge or harness more and more useful potential work hours. So when you are looking into the entire training and development protocol, the industrial relations happens to be one of the significant factor which initiated the requirement or the need for training and development and that is why even today people give a lot of weightage or maybe a chunk of money or the chunk of revenue or the asset is actually directed or oriented towards training and development for this reason because They found out that to keep the employees updated, keep the employees fine-tuned is always for the benefit of the organization. And finally, monitoring and evaluation also emerges as a function of industrial relations.

So anything which is not monitored, there are chances that this may go unnoticed or this may go in a wrong direction. So all the significant stakeholders emerged as significant parties to monitor and evaluate In terms of the employer, they had evaluation of these employees. In terms of the state, they looked into the checks and balances with respect to the organization, with respect to the labor courts, with respect to the labor laws. Every single aspect was checked and whether the organizations are breaching them was carefully monitored.

With respect to the employees, they were looking into how proper working conditions was given as per the law suggested how proper fringe benefits or other benefits for their welfare or their welfare measures were given as given by the policy. So all these monitoring also came into picture. So please note as the first lecture I try to introduce you to the world of industrial relations. We started with the discussion of two factors.

One is the employer another is employee. Please remember as the evolution of industrial relations happened we found a third significant entity which was the state coming into picture we found other significant entities like the employers association the employees association we also found that people came together all these factors or all these entities came together to mitigate conflict because Initially, though the cooperation was the norm, as more and more of the number of workforce or the people within the workforce increased, the conflict also increased. So please note, this is the background of industrial relations.

This is how industrial relations emerged. We have looked into the pre-independence and post-independence era, specifically with respect to India. But we have also tried to ascertain or also try to give you a feel of why these specific entities came into picture or why there was need for, let's say, something like a trade union, why there was need for something like the intervention of the state. So all these matters, I hope, would give you a clarity on why we require industrial relations.

We'll go with finer details in the next class. Till then, take care. Bye-bye. Amen.