

INDUSTRIAL DISPUTE IN JUTE MILLS

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ABSTRACT

In wake of globalization and liberalization of the Indian Economy, there has been a sweeping transformation in almost all sphere of trade, industry and commerce. In this scenario, the industrial units have to face new challenges, threats and opportunity in term of industrial relations, human resource development and so on. This calls for how far Jute Mills in West Bengal are able to fulfill the demand of the workers/employees who have adequate skills, analytical power, problem facing attitudes, opportunity and utilizing capacities and so on to face the challenges of tomorrow. This paper examines the Industrial Dispute in Jute Mills by taking sample of 162 respondents i.e Owners, CEO/GM, Sr Manager, Personnel Manager, Workers & Members Associate with Trade Union & Others from the state of West Bengal and nearby area. It will help them in solving various problems faced by them and ultimately fetch more cordial industrial relation.

KEYWORDS: Industrial Harmony, Industrial Relations, Owners & Workers, Industrial Dispute

Introduction

The Industrial Dispute Act 1947 basically provides for investigation and settlement of industrial disputes. The main objectives of the act are:

- Promotion of measure for securing and preserving amity and good relationship between the employer and workmen
- Investigation and settlement of industrial disputes, between employers and employees, employer and workmen or workmen and workmen, with a right of representation by registered trade union of federation of trade union or an association of employers or a federations of associations of employees
- Prevention of illegal strikes and lockout
- Relief's to workmen in the matter of lay off and retrenchment
- Collective bargaining

The special provision relating to Lay Off, Retrenchment and Closure are applicable to the establishments employing not less than 100 workmen on an average per working day. The act also provides for protection in the shape of retrenchment compensation and notice to the workmen who have completed 240 days continuous service in the establishment in the preceding 12 months before effecting retrenchment closure etc.

Need for Industrial Harmony

Dispute constitutes open manifestations of the feelings of unrest and dissatisfaction on the part of workers. According to Industrial Dispute Act 1947, the term "Industrial Dispute" means any dispute or difference between employers and employer or between employers and workman, or between workmen and workmen, which is concerned with the employment or non-employment or the terms of employment or the conditions of labour, of any person.

Industrial relations

The Genesis of Industrial Relations in Jute Industry can be traced to 1936-37, with the first industry wide strike called in December, 1936 lasting approximately three months, during the Fazlul Haque Ministry in Undivided Bengal. While in terms of modern strikes it was unsuccessful, in these that trade unionism was still relatively young and hardly any of the demand were conceded, it marked a change in the jute industry as a whole.

The prevailing system of securing labour for the industry, though not as backward as the indentured labour system in coal mines and tea garden, was nevertheless exploitative. It depend entirely on the sardars who had absolute rights to hire and fire, and who alone dealt with the management. No individual worker counted for anything or had an identity, save one head more or less. Thus, the first strike had job security as its main issue. As a first effort it was successful in the sense that, at the intervention of Mr. Haque himself, it was decided that hiring and firing would have to be done on consultation with the management and with its concurrence, so that arbitrary action on the part of the sardars was precluded.

More important than that was the immediate cause of the strike. In the Howrah mills of Jardines, a manager had kicked a worker. There had been several such abuses before, as well as summary dismissals. But this particular kick was one too many and a three month strike was triggered. This strike achieved one important concession, the establishment of an industrial relations situation through bilateral relations between the management and labour, and the assignment within the employers association-IJMA (Indian Jute Mill Association) of a young, liberal and comparatively non-partisan official to look into the whole issue of labour relations in the industry.

Industrial Relation development

After independence, Industrial Relations issue tended to be established by awards and agreements. The first omnibus Industrial Tribunal for the Jute Industry was set up by the State Government, and its award was declared in 1948. This was the first attempt at an industry-wide regulation of the more burning labour problems in this industry. The second and this Industrial Tribunal followed in 1951 and 1955 till finally a Central Wage Board, with two representatives each of the Workers or Trade Unions and of employers was set up in August 1960, giving its recommendations in 1963 for a validity of three years. The recommendations were accepted unanimously.

With the lapse of this three year period, the Central Trade Unions, which had further consolidated their position among Jute Mills labour, presented a charter of demands. This led to confrontation for a prolonged period, ending in a strike after which Tripartite Settlement was reached between the Trade Unions, the Employers and the West Bengal Government, with some degree of Central intervention. A meager token bonus of two percentage was agreed to. The result of the eight-day strike in 1969 was another major breakthrough in the setting of a Wage Committee in 1970. To add emphasis to their demands, the unions went on a three-week strike on the issue of bonus and the problems of budi workers.

Some clarifications is required at this stage on budlies in the Jute Industry. This industry has a very large proportion of workers from Bihar and Eastern Uttar Pradesh, and endemic long absences during spring are a feature of the industry. Although most of the absenteeism takes place during the lean months of March to June, partly with encouragement from Management, many of the mills face actual labour shortages during this period. This led to the development of a budli system, or substitute workers who worked for daily wages as and when required by the mills. Thus, the issue of budlies became permanent one in the industry,

and for many budlies who had been working for years in the same establishment, the questions of absorption also had to be considered.

To continue, the deliberations of the Wage Committee (Mullick Committee) continued for a years, but were rendered defunct on the death of its chairman. The unions took up struggle once again by giving a call strike from May 8, 1972. It was to avoid this, that, at the intervention of the State Labour Minister, a Tripartite Settlement was reached on May 7, on wages and allied issues. It may be relevant to mention here that 1970-73 were boom years for Indian Jute since the Bangladesh war had taken the latter out of reckoning in the world Jute Market.

With 1978 came another major demand for wage revision, and the third major strike in the Jute Industry began from January 5, 1979, continuing till February 22, when another Tripartite Settlement followed with validity up to December, 1981.

The agreement was accepted by both, the IJMA and non-member mills. There followed a few one day strikes from 1980 to 1982, with the Unions renewing demands for wages revision at the expiry of the December 1981 deadline. At that time Gross Wage for Jute Workers was Rs 619 to Rs 650.58 per month, with fringe benefit in the shape of employers contribution adding an indirect 30-35 percentage. However, the strange thing was that all workers were paid the same amount with no differentiations for skills or experience, and only minor differences based on job classifications. Another peculiarity was that 60 percent of the workers were piece rated, including those in department like winding, beaming, weaving and sack sewing.

Thus, the monthly earnings related to piece rates were restricted to about Rs 66-95 per month, the balance of the Gross Wage acting as a time rate comprising DA and other allowances. This peculiarity was used by the IJMA to create a plea for productivity-linked wages, and by the unions for demanding more realistic incentives. As a matter of fact, productivity, given the poor State of Machinery in the industry, is a high as is possible since supervision is very close. Bad quality of raw materials further affects the productivity. The evidence of the 1980s with regard to productivity bears out the contention of the Unions that man days per tones are being progressively reduced from about 65 to a target of 45. Employers contend that improvement in productivity have been a result of the installation of newer machinery, but annual reports indicate that the industry retained only Rs 310 million in the entire decade 1973-1983, much of which went to pay dividends and offset losses accumulated in bad years.

The lack of Grades and Scales and the problem of reducing employment in the industry led to the inclusion of two crucial clauses in the 1979 settlement-clause V (4) under which a committee to go into whole question of workload, and clause V (5) under which a committee to go into the question of grades and scales would be set up by the State Government. Accordingly, the two committees under D.Bandopadhyay and S.K.Bhattacharya submitted their reports in December, 1980 and May 1981. According to the first committee, workforce had been reduced by 46,000 since 1972 and workload increased so that the man-loom ratio, which stood at 3.1247 in 1947 had increased to 2.5175 in 1979, and hence, working complement as in 1972 should be resorted. However, the recommendation met with an outright rejection from the IJMA. The State Government, while supporting the committee, admitted that there were shortcomings in the evaluation, since only 16 mills had provided the necessary data. The IJMA also challenged the recommendations on grades and scales in court.

However, while not able to obtain concessions from Mills Owners, the Unions were no more to be sidelined. They continued to put pressure on the State Government, which convened several unsuccessful Tripartite discussions. The Unions jointly began a strike on 16th January, 1984 which was terminated only with a settlement in April. The industry had to concede the major points-working complement, and grades and scales in the next agreement. Workers were put into 7 consolidated grades varying between a minimum of Rs 211 and maximum of Rs 420 with scales or increments varying between Rs 4 and Rs 10. The amounts are insignificant but the point was accepted by the employers. The employers also agreed to maintain working complement of permanent workers at 90 percent of the workforce in each mills as on May 5, 1971 (May is the lean season), and a further complement of special budlies at 20 percent of the same complement with an assurance of providing at least 220 days work for them. Casual budlies could be given work as and when required, there being no stipulation as to the minimum number of working days. As a result of this agreement, the jute industry has now the following categories of workmen (other than monthly rated staff like clerical and security personnel): Permanent, Special Budlies, Casual Budlies, Contract Workers, *bhagawallas*.

The permanent workers are entitled to benefits and leave. The special budlies get wages for 220 days, or number of days actually worked, and get proportionate leave. Casual Budlies get benefits for only the days worked, usually too small to accumulate leave except in some cases. They are also often deprived of PF, ESI and Gratuity. Contract workers are employed for specials jobs, or in places like canteens and get paid purely at minimum wage rates for days worked. *Bhagawallas* are employed by the workers themselves, from among their depends to earn higher piece wages, which are difficult to get otherwise, the normal load being too heavy. Each agreement faithfully avers that the *bhagawalla* system will be abolished in those mills where it exists-a tacit admission that it continues to exist. In a survey covering the entire industry in 1991, it was found that no mills, including the central undertaking, has adhered to the clause to maintain either 90 percent permanent or 20 percent special budlie workforce.

When the 1984 agreement expired, it was the public sector workers who took the lead, going on strike from February 14, 1988. The private sector mills also gave a strike notice to be effective from February 26, 1988. The 1988 agreement was concluded on the 25th-a day before the private sector notice deadline. It featured a mere Rs 40 flat increase in wages and an increase in neutralization rate from Rs 1.50 per point to Rs 1.65 per point.

Negotiations began again in 1991 on expiry of the 1988 settlement under Conciliation Officers, but, with no agreement forthcoming, the unions went on strike from January 28, 1992 to be concluded only with the last agreement on March 17, 1992, which increased the basic wage to a minimum of Rs. 406 and maximum of Rs 615, with rated of increments remaining unchanged at ludicrous levels. However, since DA had increased substantially, the total emoluments of permanent workers now exceed Rs 2,000 per month.

This recital of the basic facts of life in the jute industry indicates that:

1. Every single wage increase has had to be wrested by the Unions from unwilling employers, since every agreement has been preceded either by a strike or a threat of strike.

2. Although an uphill task, the Unions have been able to gain on some issue, albeit in a token manner, such as Grades and Scales.
3. The dominant pattern of bargaining has been established on an industry-wide basis, though the system shows clear signs of breakdown.
4. The grim success of the Trade Unions has not been considerable State Government backing.
5. The Union organization in the industry has continued to remain on an industry-wide footing, though plant level unions and leaders are showing signs of assertion of independence.
6. The disparities in the conditions of the mills have been emphasized, leading to union despair in their case and tempering the effects of the Industry-Wide Agreements.
7. Employers have been prompted to seek other ways of circumventing the industry-wide standards.

The rift between Owners and Workers resulting sinking of Jute Industries

(Report 24 January 2007 from Sanmarg (Hindi Dailies))

Jute Industry in one of the basic identity of Bengal. Once upon a time Bengal was known for its Jute and Tea industries but the bitterness between the relation of owners and workers leads to the decline of Jute industries. Every month the Jute Industries are facing strikes and every strike has its same motto “To improve the condition of workers which is still not improving”. Presently like the previous strikes for the right of the workers one again 20 workers Union has jointly called strike for indefinite period from 5th January 2007 demanding the payment of increased rate of DA and payment of the dues of PF, Gratuity etc. The story of this strike and the relation between owners and the workers is given by Archana Sharma

Out of 20 Trade Union the one Unions head Baijanath Rai said that “It is not a fight for demend but a fight for right & demand & right are two different things” .To support their fight the trade union will create pressure on the State and Central Government as well as they want the people to join their movement.

CITU member Govind Guha said that the Trade Unions involved in this strike had created a pressure on the state and union grants trade union will plead for their demand to Chief Minister Buddhadev Bhattacharya and if this is no use they can even go to the Prime minister. According to the 20 trade union there are demands for the payment of DA at the rate of 257 points and a new pay scale

Exhibit 4.9 Strike in Jute Mills

Year	Strike
1993	2
1995	1
1997	3
1999	5
2000	2
2001	2
2002	17
2003	2
2004	1
2005	3
2006	1

Source: Sanmarg 24 January 2007

According to the Government record, more than 2 lac people are involved with Jute Industry. The increasing bitterness between the workers and the owners resulting in the decline of Jute Industries. Every year for the benefit of the worker there is strike but of no use. There was the longest strike of 84 days in 1984. According to a Government record issued by State Labour Ministry there were maximum number of strikes in the year 2002 during last 15 years. There were two strikes in 1993, one strike in the year 1995, three strikes in the year 1997, five in the year 1999, two strikes in the year 2000, two in the year 2001 and seventeen strikes in the year 2002.

In 2004 there were three strikes. In the year 2003 CITU and others 15 trade union called a strike on 29th December which lasted for 11 days. It is said that after 1984 the most number strikes were in 2003-2004. In the strike of 1995, 2.25 lac people joined this strike.

On one hand the Owners are trying that there is very little profit every year and the loss during the strike is not included but on the other hand trade union says that for the right of the workers they had no option other than strike.

According to the records, in the year 1976-77 there was 1185.6 metric tones, in the year 198-81 there was 1392.4 metric tones, in the year 1998-99 there was 1596.2 metric tones and in the year 2001-02 there was 1600.8 metric tones of jute production. Records clearly show that there is increased in jute production through the workers are decreasing and the increase in production has no effect on the wages of the workers. According to Baijnath Rai there was a profit of about Rs 678.22 crores to the management due to the low rate of payment. It is said that there will be loss of about Rs 160 crores due to strike starting from 5th January

In the domestic market Jute Products are mainly consumed for packaging of grains and sugar. Jute industries have been suffering due to limited jute packaging. The order for jute packaging of grains has been reduced from 100% to 80% and that of sugar from 100% to 75% by the Government of India. Union government has abolish the compellation of packaging of cement and fertilizes by jute . The biggest challenge for Jute Industries is the increasing market of synthetic. The discount given by Bangladesh in the import of Jute has bad effect on Jute Industry of Bengal. On one hand there is a problem regarding consumption of jute products and on the other hand there is problem of relation between the owners and the workers.

Review of Literature

Industrial Relation And Trade Union In West Bengal: Binay Mukhopadhyay (1979)

In this research work the problem of industrial relation and method for maintenance of ideal shop floor condition have assumed new dimensions in the prescriptive of a developing economy. As a developing economy cannot remain indifferent towards labor-capital relations, thorough analysis of different aspects of the problem have engage the attention of the scholar. The present treatise is an attempt to cover up this hitherto untrodden field and as such may claim to be the first of its kind. The research work had gain to attempt apprise with certain broad economic indicator, relationship between organization, management, labor dispute. The problem relate to strike activities in respect of number, persons involved, duration, frequency and distribution among the worker slab, lockout is discusses in details. Emphasis relate to labor courts and Adjudication proceeding, Indian trade union act, bilateral negotiations between management, employers and employees had been discussed.

Industrialization And Worker Protest : Gamji Parameshwara Rao (1947)

In this research finding on worker earning as related to work protest, average annual money earning of worker and cost of indexes, work stoppage activity analysis the full observation. The intra-industry-inter-state-earning comparison, profit allocation ratio, work weakness and solution, work stoppage activity etc relevance of observation has been clearly explain. The theoretical analyzing of industrialization in molding worker perception, attitude, behavior, worker & manager financial position, worker protest and their solution, influence of trade unionism, public policy on labor, formulates of problem along with sets of the objectives, offering a theoretical frame work for analyzing the impact of industrialization, policy implication had been given full emphasis.

Psycho-Social Problem Of Industrial Shift Worker: Nilima Chaudhuri (1986)

In this research work the main assess the impact of shift work on the psycho-social lives of the worker along with the affect of management which may consequently affect their health, efficiency and productivity has been examined. The reason for shift worker reported comparatively more symptoms of fatigues, work stress, social and cultural obligation, dissatisfaction had been fully examined. The problem with night shift worker, their strain problem, physical health complaints has been dealt. In this area role of organization commitment and manager has been emphasis by providing various types of facilities like medical benefit, rest room, housing, education for children etc. In this way the work system of worker is lowed. The evident suggested the psycho-social lives and the health and well being of the worker, their proper remedial measure, their biological rhythm will not be impaired and there will be a little determinable effect on their psycho-social lives too.

Study Of Aspiration Of Industrial Workers And Its Impact On Their Attitude To Management: Swapan Kumar Sarkar (1986)

In this research the emphasis is laid to unearth the underlying reason which were instrumental to such failures of expected production, maintaining good human relationship, level of aspiration status of industrial worker, economic needs, fear of loosing jobs, spirit and co-operation grievances has been discuss in detail. The area of frustration has been solves by the behaviorists brand/approach, aggression and regression. The problem of have nots are deep seated problem of a society, the solution of which has been given with reference to sociologists approach for the well-being to economists, politicians and government.

Objectives & Methodology

The objectives of the present study are:

- I. To examine the role of industrial dispute act in terms of settlement
- II. To examine the role of special compliance and its head

This study had been deliberately kept confined to the Jute industry in West Bengal only, bearing in mind the rigour necessary for an indebt study of this type. It is felt that this limitation of area in no way compromises the basic significance of the study. The selection of the theme for research has been largely prompted by the inadequacy of comprehensive studies on Management all over the world and especially because most of all those are with respect to Manager/ Administrator/ Industrial Organization. For the purpose of analysis percentage and table have been used. The present study attempts to probe into the problems of industrial dispute in jute mills. For the purpose of the study, 162 respondents from the Jute Mills were taken and they had been categories into Top, Middle and Lower level of

management. The data has been extracted from website and publications of Government of Indian

Limitation of the study

No research is devoid of limitations, and this one is no exception. A critical examination of the conceptual frame work and the mode of carrying out the research, the sample size and the pressure of time lead to following limitation :

1. Total sample size was 162 were duly completed and taken into study.
2. The study was confined to Kolkata based Jute Mills only.
3. Only selected jute mills were selected who were in private hands
4. The questionnaire might not have tapped all dimensions of the close variables
5. The study did not consider the educational background and cultural of the manager.
6. Basically the data are collected from the year 2004 to 2008 and other information is given as per the availability of data.

The Questionnaire relate to **Industrial dispute** had 02 subject questions apart from introductory and reference questions. The numbers of questions were deliberately kept low with the objective of attaining high responses rate.

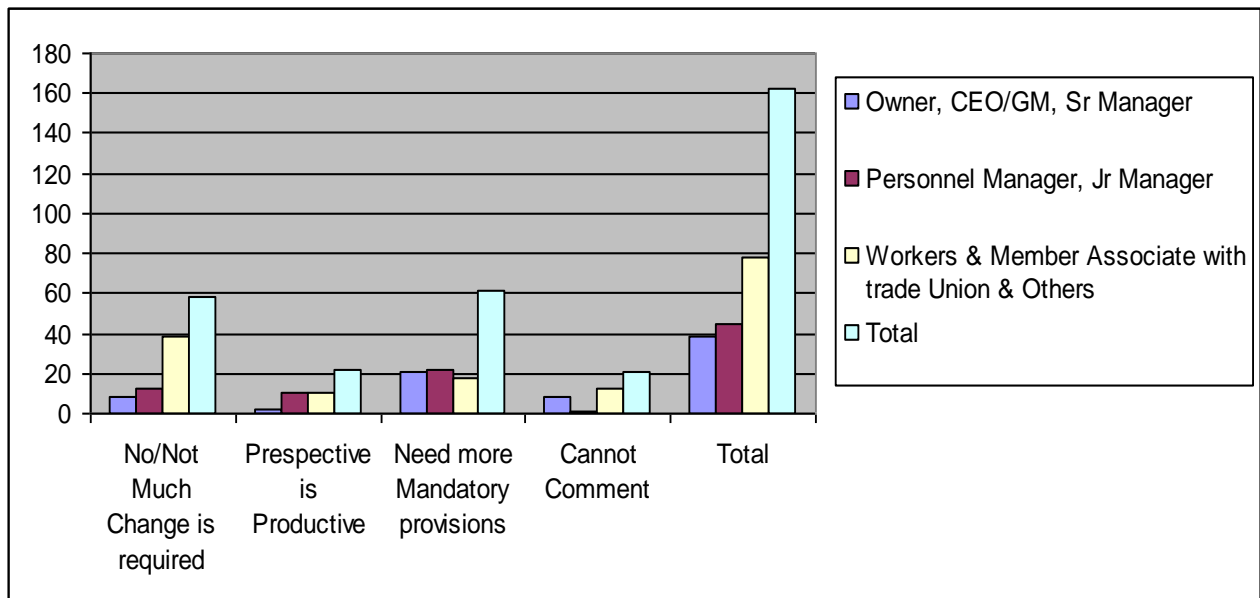
Question 1 Does Industrial dispute act helps in the settlement of awards or otherwise by adapting two levels i.e. Voluntary and Statutory

Question 2. Should a special compliance department be introduced in all jute mills and its head should be entrusted with the job of ensuring adequate control and report to the owner?

Analysis of the Result of the questionnaire

Question 1 Does Industrial dispute act helps in the settlement of awards or otherwise by adapting two levels i.e. Voluntary and Statutory

Group	No/Not Much Change is required	Perspective is Productive	Need more Mandatory provisions	Cannot comment	Total
Owner, CEO/GM, Sr Manager	8	2	21	8	39
Personnel Manager, Jr Manager	12	10	22	1	45
Workers & Member Associate with Trade Union & Others	38	10	18	12	78
Total	58	22	61	21	162



The industrial dispute act 1947 basically provides for investigation and settlement of industrial disputes. The main objectives of the act are promotion of measures for securing and preserving amity and good relations between the employer and employee and workmen; investigation and settlement of industrial dispute, between employers and employers, employers and workmen or workmen and workmen, with a right to representation by registered trade union or a federation or trade unions or an association of employers or a federations of association of employers; preventions of illegal strikes and lockouts; relief to workmen in the matter of lay-off and retrenchment; and collective bargaining.

The special provisions relating to lay off, retrenchment and closure are applicable to the establishments employing not less than 100 workmen on an average per working day. The act also provides for protection in the shape of retrenchment compensation and notice to the workmen who have completed 240 days continuous service in the establishment in the preceding 12 months before effecting retrenchment, closure etc.

- The industrial dispute (Amendment Bill), 2009 has been introduced in the Rajya Sabha on 26.02.2009. The Bill seeks:
- Amendment of the term “appropriate Government” defined under section 2 (a) of the act to amplify the existing definition;
- Enhancement of wage ceiling of a workmen from one thousand six hundred rupees per month to ten thousand rupees per month under section 2(s) of the act
- Expanding the scope of qualification of presiding officers of labour courts or tribunal under section 7 and 7A of the act;
- Establishment of Grievance Redresses Machinery in every industrial establishment employing twenty or more workmen for the resolution of disputes arising out of individual grievances.
- Empowering the labour court or tribunal to execute the awards, order of settlement arrive by labour courts or tribunal
- To empower government to make rules to decide and review the salaries and allowances and other terms and conditions for appointment of presiding officers

Central industrial Relation Machinery in India

The central relations machinery consists of the Chief labour Commissioner, Joint Labour Commissioner, deputy Chief Labour Commissioner, Regional Labour Commissioners, Assistant Labour Commissioners and Labour Enforcement officers. The head office of the central machinery is located at Delhi. Important functions are:

- Prevention, investigation and settlement of industrial disputes
- Enforcement of awards, settlements and other labour laws
- Verification of union memberships
- Fixation and reversion of minimum wages
- Promotion of statutory and non-statutory measures
- Collection of statistics in regard to dispute
- Advice to Central Ministry of labour

Central implementation and Evaluation Machinery

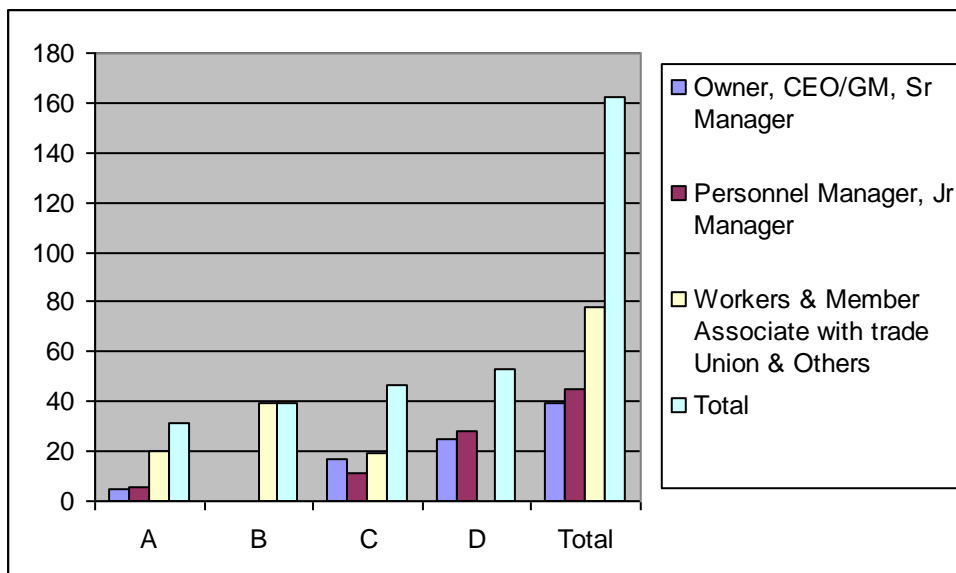
This machinery consist of an implementation and evaluation division and a tripartite implementation committee of 4 representative each of the central employees organization and the central workers organization with the Union Labour Minister as the chairman. The important functions of the central implementation and evaluation division are:

- To ensure proper implementation of the code of discipline, code of conduct, labour laws, awards and agreements
- To take preventive action by settling disputes long before they become ominous or have defied settlement
- To evaluate major strikes, lockouts and disputes in order to fix responsibility of them
- To evaluate important labour laws, awards, policy decisions, results and to suggest measures to improve them.

Thus from the above static we conclude that 37.66% of the respondent feels that more mandatory provisions should be frame, 35.81% feels that there is not much change is required in the attitude of management in settle of dispute awards and only 13.58% of the respondents were of view that perspective is productive. Basically workers respond to demonstrated interest by the management in the work place were they are working and they give their opinion thereof also. It is common that they also respond to the informal social structure prevailing in at the work place.

Question 2. Should a special compliance department be introduced in all jute mills and its head should be entrusted with the job of ensuring adequate control and report to the owner?

Group	A special compliance department is required	Job can be given to trade union	Arbitrator or otherwise be appointed	Personnel manager can be empowered	Total
Owner, CEO/GM, Sr Manager	5	00	17	25	39
Personnel Manager, Jr Manager	6	00	11	28	45
Workers & member Associate with trade union & others	20	39	19	00	78
Total	31	39	47	53	162



- A. A special compliance department
C. Arbitrator or otherwise be appointed
- B. Job can be given to trade union
D. Personnel Manager can be empowered

Before the First World War there was no definite industrial working class in our country. When the harvesting season was over, farmers came to cities and town in search for employment and were absorbed in factories. They were engaged as casual labour and went back to the fields during the period of sowing and harvesting. Hence, they were not organized at that time and so strikes were not so much rampant. In other words, strikes were not organized by them as formidable weapon. After First World War industrialization was appreciably started, changes were brought about in the way of living, cost of living was raised and consciousness among the workers was manifested increasingly due to workers revolution in Russia. All those led to increasing number of Industrial Dispute in India.

After the Second World War strikes and lockout were frequent and widespread. This was due to:

1. High cost of living on account of increasing prices
2. New economic and political consciousness brought about by war
3. Partition of the country and communal outbursts
4. Increasing influence of political on the labour unions
5. Insistence on the recognition of trade unions
6. Workers demanded to share in the prosperity of the business.

After independence, the people of India witnesses a tremendous upheaval in industrial unrest. This was due to the displacement and miseries brought by partition and failure on the part of the Government to look to the interest of workers. The workers cherished that after independence their interests would be upheld by the Government so long hinted by the parties during freedom struggle. During fifties Industrial Unrest was much rampant and widespread but toned down to a large extent during sixties owing to two wars, namely, Sino-Indian war in 162 and indo-Pakistan war in 1965.

There are conflicts between Employers and Workers. These conflicts take forms of protest. From the side of the workers, the forms of protest are Strikes, Go-slow, Gheraos, Demonstrations etc. From the side of employers, these disputes take the form of Retrenchment, Dismissal, Lockout, etc. But during the past three decades the realization of the importance of the special compliance department introduced in Jute Mills has gone up steeply. But it is very difficult to analysis to whom the responsibility should be given. Tremendous amount of analysis has been taken into consideration in this area. No longer only one head should take the responsibility but actually it depend upon the situation and the need of an hour. All the heads should not be mere consider as a tools for production but must be given their due place as essential means without which no production can exist and can be monitor properly. Thus on whom the responsibility is given must be effective enough and must have equal and high degree of concern for people and production who are working under him. Very often the special compliance department means a kind of welfare approach i.e establishing good relation with the employer/owner-employee through a systematic introduction of welfare benefits and a kind of sympathetic treatment. The assumption is that such an approach that would make the employee and employer more contended, disciplined and productive. This is generally followed in Indian Industry in the past, however the special compliance department with head and reporting to owner has acquired a different meaning in during the past two decades. Thus we conclude that 19.14% of respondent want a special

compliance department, while 32.72% want to give the responsibility to the Personnel Manager. 24% of the respondent favor that the Job can be given to Trade Union. Only 29.02% opt for the Arbitrator to work as compliance officer

Modification in Jute Mills

The industry has gone through following modifications:

1. The disparities in the working of the Jute Mills which the Wage Board had noted in 1999, were enhanced because of deterioration in the conditions and the Mills such as Meghna Jute Mills, Premium Agro Export Ltd. Tiragarh and others were closed; some permanently, some for prolonged periods. An idea of the closure in the Jute Industry can be easily drawn. The industry has perfected the art of closure, taking advantage particularly of the lean season in raw jute. A majority of the lock out take place during March to June.
2. The Mills which opened generally changed hands, the ownership passing into the hands of traders in the industry to whom the earlier owners were indebted. The latter did not aim at rehabilitating the plant; their aim was to squeeze the maximum out of the deal by drastically reducing the workforce, reducing production, downgrading quality and selling assets.
3. More and more opted out of the IJMA and the industry-wide tripartite settlements, and began entering into the most one sided bilateral agreements with the lockout workforce. The agreement themselves will be consider later.
4. The better run mills began devising various productivity improvements in order to remain in business. Progressive replacement of permanent workers by casuals has been one of the most marked characteristics of the 1999.
5. There has emerged a burgeoning package of defaults in paying the workers their dues such as P.F., ESI contributions, gratuity dues etc., leaving the trade union, workers and the government helpless.
6. A departure from the usual trend in the jute industry has taken place in Kamalhati Jute Mills, Shyamnagar (30 Km down stream of Calcutta). This mill operates tew separate contiguous plant employing 13,000 workers. After two prolonged closure in 1995 and 1996, the mill was reopened in 1997 on the basis of an agreement between the erstwhile owners of the mills and the workers and the employees to operate the mills through workers capital. The registration of the company continues to be under the company law act, with the Kamalhati Jute Mill Employees Cooperative credit Society being the majority share holder of the company with 52 percentage shares. The shares of the earlier owners were retired and a new equity and debt restructuring made. The mills came under BIFR package rehabilitation program which included the state government equity participation and funding from the SBI and others banks. The mills are presently working satisfactory, with the workers excising close control over the day to day operations, and activity participating in the managerial progress.

One other distinguishing feature of the industry which should also be mentioned here is the large number of industry-wise organizations which have developed over the years.

The Jute Corporation of India (JCI) was set up to provide support prices to jute growers, since speculation in raw jute trade is permanent problem. However , the JCI is able to

purchase only a very small proportion of the total jute produced due to shortage of funds; and almost the entire purchases goes to the NJMC. As a result, growers are left to their own devices, using market factors and price to determine the acreage under jute each year. The Jute Manufactures Development Corporations is another body which conducts research into production techniques of jute goods, particularly the cost and productivity aspects. Set up by the government of India, the JMDC is funded out of cess levied on jute goods. It puts the total production capacity of the industry at 1.58 million toones per annum. Capacity utilization, however, remains between 65 and 85 percentages, leading to speculation not only in raw jute but also in jute goods. The Indian Jute Industries Research Association(IJIRA) was originally set up by the jute plants, but has been converted into a research institute under ministry of textiles. It develops new products, fabric blends and alternative uses for jute goods.

An international body, the International Jute Organization (IJO), has been set up by the jute manufacturing countries to promote research and development for better quality fiber for promoting new jute market, and popularize its use. Particular emphasis is being laid on the bio-degradable aspects of jute packaging vis-à-vis the synthetic packaging waste, particularly in developed countries.

Suggestions to improve industrial relations

Both management and union should develop constructive attitudes towards each other

1. All basic policies and procedure relating to industrial relations should be clear to every body in the organization and to the union leaders.
2. The personnel manager should remove any distrust by convincing the union of the mills integrity and his own sincerity and honesty.
3. The personnel manager should not vie with the union to gain workers loyalty
4. Management should encourage right kind of union leadership
5. After the settlement is reached the agreement should be properly administered.
6. There should be proper disclosure of facts related to Industrial dispute Act at the two i.e. Voluntary as well as Statutory
7. Jute Mills may be asked to file a Compliance Report regarding compliance with various Labour Laws, Industrials Laws, Personnel Laws, Factories Act etc.

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