

A Study on Industrial Democracy is an Essential for Growth of a Nation

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“Employees engage with employers and brands when they are treated as humans worthy of respect.”

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Abstract—In modern concept workers participation therefore involved a considerable shift toward industrial democracy level on collective bargaining. This reformulation of the ideal structure of industrial relation in the establishment for effectiveness of productivity where is considered classically been considered to be a component of good industrial relation. It has been appreciated that to move from chronic disorder to a highly structured system both attitudes and behavior as well as the strong as formulation of industrial democracy.

The national economy is required more and more industrial production. The indiscipline in the industries is creating violence and vandalism in the society. Wastage of man hours demands industrial pacification. Any country like India cannot tolerate frequent stoppages of work for frivolous reasons or to organize violence that too often grow with them. Therefore, this is right time to restrict or avoid indiscipline in the industrial establishment. However, neither the employees nor the employers may hold the nation's economy to ransom. Industrial democracy is so essential for establishing harmony in the industrial under taking. Industrial democracy ensures healthy environment in the industrial establishment. Democracy signifies for the development of an effective enterprise. Industrial democracy in the industrial under taking is the symbol of productivities and satisfying through groups efforts. It is also a discipline in the present industrial world. It may be a cause for successful winning measures for growth of a nation. Even, it is based upon human feelings and aspirations for growth of nation.

Index Terms—Democracy, Progress, Participation, Productivity, Economic, Conflict and Demand.

I. INTRODUCTION

Industrial Democracy is need of hours. In the beginning of 21st century democracy is playing vital role in the process of developing country. Country only sustains on the philosophy of democracy. Industrial democracy is an inter-disciplinary subject. Oliver Sheldon rightly said, “Industry is not a machine, if is a complex form of a human association”. Human relations are an applied art and science. Human relation can develop relationship and exist on the trust-oriented cultivation management with the hope of industrial democracy. Democratic relations in integration of people into work situation that motivate them to work together productively to provide economic, physiological, social and employer satisfaction.

On the version of Abraham Lincoln ‘democracy’ in its widely sense determine Government of the people by the people and for the people. The forms of democracy also reflect in the industrial relations. Industrial relations at present occupy a special place in the modern industrial set-up in India. In a true democracy, independence must begin at the bottom. It follows that all are equally treated and everybody has to be self-sustained and capable of managing their affairs even to the extent to defending itself against the whole world. This does not exclude dependence on and willing help from neighbors. It will be free and voluntary play of mutual forces of two partners. Such a society is necessarily highly cultured in which every partner knows what they want and what is more know that no one should want anything that others cannot have with equal effort.

The golden principle of sub-ordination of individual interest to general interest stand, shattered. All these phenomena create hurdles in the achievement of the basic objective i.e. the peace performance on the

highest productivity in Industry. Productivity is efficiency or efficient production. It is producing more and more form less and less for more and more people. Productivity is the responsibility of concerned organisation and as a matter of fact, it should be the concern of everyone in the society. However, presently corporate sector has taken responsibility to up-liftment of the society at large.

The primary responsibility of skill fully utilizing the resources are depending on the management. It is known to all that employees are not only differ in their ability but also in their will to work; therefore, there is a need to motivate the workforce through fair and democratic order. Production capacity of a unit is the effort of human aliments when they are involving in the affairs of industrial establishment. Employees in an organization can increase or decrease their productivity as they wish.

Meaning and Origin

Industrial democracy is a term fraught with terminological confusion and ideological overtones. To management the very use of the term industrial democracy may be ideologically repugnant and terms such as employee involvement may be more acceptable. To avoid confusion the term “industrial democracy” is treated here as an ultimate good to strive for in the same way as we are striving to achieve a more democratic society. Employee participation on the other hand, can be used to describe a number of processes and practices for achieving a greater degree of employee influence in individual enterprises and workplace.

The terminology of “industrial democracy” has tended to give way to employee participation and consultation, though it is clear that trade unions are unconcerned about the labels, rather they are interested in the substance of the influence that employees are able to exert over decision-making. It is clear that there are two types of forms regarding participation by employees in decisions affecting their work. One is direct forms of participation, where individual employees or group of employees are given the opportunity to influence the immediate working environment. Another is indirect forms of participation in which employees are given the rights to elect representatives to works committees, councils or boards of management. Such representatives may have the opportunity to influence wider aspects of the

work environment and make inputs to a greater or lesser extent into management policy.

Ideas about industrial democracy is quite old and may be traced back to the industrial revolution. As a practical issue, however, various forms of workers participation only really emerged in post-war. Experimentation with different systems of participation began earliest and have advanced most Scandinavian countries and West Germany.

II. REVIEW OF LITERATURE

Over the last several years combinations of powerful social, cultural, political, economic and industrial pressures have created a world-wide demand for greater participation. Trade unions in the public sector are fully involved in the consultive arrangements and both unions and employees have also been given a say in the design of work.

Landsbury and Spillance, the attitudes of individual managers and employees towards participation may of course vary from those expressed by their representative institutions, employers’ organizations and trade unions. Therefore, an individual manager of participative processes is the argument obviously. In practice it is clear that many managers do not accept this argument for fear that they will lose control over their employees, be unable to handle change, believe participation is the wrong way to run an organization or fear union intrusion in to management.

A conceptual framework is given for the analysis of participation in the following aspects. They include

- Levels of participation
- Extent of participation in decision-making
- Whether participation in direct or indirect (representative).

Eminent scholar Wang’s (1974) arguments, he proposes four levels at which decision-making may occur in both the private and public sectors.

- Shop floor-Here decisions are made in relation to how work is performed on a daily basis e.g. task allocation, quality control and health and safety.
- Departmental- These are decisions generally within the scope of line and middle management. They include resource allocation, objective setting, efficiency measurement and planning and coordination.

- Organizational- Here, long term policy decisions are made by senior managers within a framework of corporate policies. They include capital expenditure, the range of products and services and staffing levels.
- Corporate- This is the highest level of policy-making involving the boards of private companies and public enterprises, as well as decisions of cabinet and individual ministers in the governmental context.

In Vaughan's (1984), the arguments in favour of employees can be reduced to three categories.

- The need and desire of workers to play an active role in the design and control of work process.
- Improved organizational performance, and
- Worker's right to participate in decisions that will affect them.

Thus, while the general psychological and economic arguments about the positive relationship between worker participation and workers' satisfaction and productivity are plausible and there is some evidence to support them they cannot be regarded as having been proven. Research findings overall suggest that participation will not invariably have positive effects on employee satisfaction and performance unless certain conditions are fulfilled.

According to **Stanton** (1993) these include conditions that employees

- seek to fulfill ego needs through works,
- have the necessary intelligence, education and experience to assume additional responsibilities,
- are educated and skilled to a level capable of contributing to the organization's performance,
- are interested in having a say in matters affecting them in the workplace,
- do not feel anxious, uncomfortable or insecure in unstructured or ill-defined work situation,
- are high in self-reliance and self-confidence,
- are interested in involvement in decision-making and
- Identify with the goals and objectives of the organization.

In this connection the outcome of introducing more real participative decision-making in industrial organizations still remains uncertain. This is particularly true in on are of greater competition and a difficult economic environment as even may supporters of greater participation concede.

Joint consultation has been the most widespread form of participation in Australia as well as the U.K. It has largely been practiced through committees of management and employee representatives discussing enterprise level issues relating to local working conditions. Prerequisites for effective committees were a good deal of commitment and support from management and employees alike, including

- Sufficient resources for education and training for employees and their representatives.
- Time off from their normal duties for employee representatives to attend meetings.
- Trust and mutual respect between employers and employees.
- The work of the committee needs to be seen as useful and to have clearly visible results.(NEPSE-1980)

However, in the Australia context forms of workplace organization are having the object of bargaining between unions and management within the purview of the industrial tribunals. Whereas previously developments in the private sector had occurred almost exclusively at the initiative of management, it now become possible for unions to serve logs of claims on employers, including claims affecting forms of work organization

Concept of Industrial Democracy

The conceptual framework is very essential to understood and determine the term of actualness. The term "industrial democracy" has been used interchangeably with the term "workers participation in the management "in the available literature (Iamners 1967, Sawtell 1968, Ramsay-1976, Joseph-1978, Virmani-1978). However, the two terms, are quite different. Industrial democracy connects and equanimity between the rights of the dominant industrial hierarchy and the rights of workers with a broad social objective. Participation on the other hand translated to physically and emotionally involvement in the wider goal of Industrial Democracy, participation reduces the negative attitudes towards the task and increases motivation for work. Participation may transparent and permits the subordinate to feel that doing the job well provides him with our opportunity to demonstrate skill which is values high. In modern concept workers participation therefore involved a considerable shift toward industrial

democracy level on collective bargaining. This reformulation of the ideal structure of industrial relation in the establishment for effectiveness of productivity where is considered classically been considered to be a component of good industrial relation. It has been appreciated that to move from chronic disorder to a highly structured system both attitudes and behavior as well as the strong as formulation of industrial democracy.

Industrial democracy as understood here that it is two sides of one coin regarding genuine or real participates on in the industrial world. There is considerable diversity of perspective in which participation is viewed. In U.S.A. and Japan trade unions are extraordinary powerful which operate in congenial economic environment by which it could not be required to go beyond collective bargaining. The Yuoslavia systems of industrial self-management post hate that socialization of means of protection and democracy. In Germany there has been only a few strikes mainly because of their prosperity and obedience to law. Collective bargaining between employers and trade union occupies a important place in the social and economic life of the country due to free autonomy in the hands of workers. In United Kingdom collective bargaining has overriding the emphasis. The law imposes certain limits on how and where lawful bargaining may be initiated and it is ensure that proper protection will be given to the establishment of industrial democracy.

In Britain when the employees are not illiterate the participation structures have failed due to unwilling to consider by the employers to perceive workers as their partner. It is to be appreciated that Indian industrial workers are not economically much more worse off, even they are not getting important information from the management. It is shown that worker and employers have negative attitude towards each other during to which participative management has not been successfully to reach the root level of the psychological revolution in the attitudes of the actors of the present industrial relations system.

It is evident that workers education is essential for developing participative structures in industrial management. This thought cannot be operationalized to Indian society where trade unionism still under the scanning it the political system. It is concert approach of Industrial democracy as a device to increase production and productivity and minimizing industrial

conflict by economist and management scientists. Sociologists have attempted to emphasize the social value of participation as a democratization as a necessary element of democracy and maintains that too much of concentration of power will erode and destroy the freedom necessary to democracy. Sociologists also look at participation in terms of an inevitable consequence of the persistence of organised groups over long period of time. It is the ultimate goal, as is discernible from the basic philosophy of the constitution is building a social order in which power and authority are sufficiently decentralized in various echedous of administrative and managerial hierarchy.

III. OBJECTIVES

Industrial democracy in its widest sense covers all aspects of Industrial Relations from settling demands for more wages and better working conditions to workers participation in management. It is a means to an end- the end being industrial harmony. Industrial democracy can be success only under certain conditions viz. where an employer or a group of employers recognizes a trade union as a body representing workers and where a strong and representative trade union assists. Trade Unions stimulate to the workers' representative where drive their strength from the union and the workers and not from employers likewise employers' representative should be technically sound regard the problems of workers and to make decision for the enhancement of trust and confidence with worker.

Since the objective of industrial democracy is to achieve harmonious relations between the workers and the management, it must be applied to the essential aspects of industrial relations such as wage structure, dearness allowance, gratuity etc. The other matters which are considered are hours of work, over-time, leave with wages, which are all regulated under the statute or the standing rates in the industrial establishment. However, the opportunities must be given for trust to grow, someone, some party must be prepared to take responsibility in his soldiers.

In India all these parties have been or still are victim to the distrust. Among these parties lies a wide gap on account of antagonism. The golden principle of sub ordinance of individual interest to general interest stands shattered. All these phenomena create hurdles in the achievement of the basic objective i.e. the peak

performance or the highest productivity in Industry. This retards the all-around prosperity of the country and makes the need of industrial democracy.

Scope and Importance

“Industrial democracy is a very important subject in the industrial world. Both the words “Industrial” and “democracy” possess a very wide meaning. Previously the scope of industrial democracy was limited to determination of relationship between the employer and employees. At that time, the employer and the employees was strictly based on the principle of “master and servant”. It is accepted that the law of master and servant had been enforced where labour as a saleable commodity and hence this relationship are shifted from “hire and fire” to worker convenience and sweet will.

The following are some of the important features of industrial democracy.

- I. Industrial harmony and goodwill: whatever be the system of economy, stress is invariably laid on increased productivity, where in only lies the hopes of increased national wealth. Interested productivity depends of the existence of conditions for harmony and goodwill in industry and workers peace and goodwill in industry involve not only absence of industrial conflict and peace is not merely a negative but also a positive concept. Industrial harmony will depend upon fair dealing and establishment of good working conditions. For industrial peace acceptance of trade unionism is necessary. Some have advocated even of acceptance of labour organisations as part of an emerging system of representative government in the sphere of industrial relations.
- II. Development of Industrial Justice: Industrial peace will be long live if all around attempt is made to eliminate the real courses of conflict. Therefore the restoration of peace with justice is necessary. Both social and economic justice are essential for obtaining whole hearted co-operation of labour in the task of production. For labour co-operation equitable distribution of the gains is necessary.
- III. Equality in Economic Order: The principle of equality will be taken into consideration; Establishment of equality is a fundamental principle of industrial democracy. Equality in economic order is said to be an indispensable part of social justice. However democracy requires acceptance of the principle of equality.

IV. Adjudication through Social Justice: The tribunals must set in a judicial manner. Justice also lies in adjustment of rival claims in a fair and just manner. In the case of industrial adjudication the claims of industrial employees for social justice and this object can best be achieved by dealing with each problem as it arise on its even facts and circumstances.

V. Beneficial legislation: Beneficial legislation should be enacted by the law making body for the welfare of parties. Only strict principles are not fruitful for the strong democracy in the industrial establishment. For the development of industrial world just favorable aspect must be taken into granted by law making body

VI. Corporate social Responsibility: Corporate social responsibility is fundamentally on ethical concept. Now it is also constitutional goal. It involves changing notions of human welfare and emphasizes a concern about social dimensions of business activity that have a direct concern with quality of life in the society. It will be motivated to the people for the sustenance of strong industrial democracy. When external environment becomes healthy it creates harmony towards participatory management.

Hypothesis

H. I Establishing industrial democracy in the factories are facing number of hurdles.

H. II Industrial democracy is treated as an ultimate good for striving to achieve a more democratic society.

Factors of Study

Industrial democracy is required for a motivation of employees and employer to words industrial establishment. Peace and harmony in the undertaking are essential for the growth of industrial establishment. When external environment becomes hostile it creates a crisis and barriers to the maintaining of good industrial relation. It is neither a productive way to active something nor ultimate success of the dream in the industrial world. When industrial establishment becomes unstable due to action of bureaucrats or mechanistic company inappropriately differentiated and in sufficiently integrated and fails to cope with environmental violent through poor organization design. In fact, such organizations have lost the ability to entrust as well as react to crucial sectors of the environment. Due to environment pressure the

organization through inability to learn from the inappropriateness of their scrutinized responses to maintain unchanging institutionalized approaches to conflict solving, where that only server to reinforce the state of disequilibrium with their environment. These factors of instability and uncertainties placed themselves, which was incapable of coordinating itself sufficiently to allow shop floor management to handle industrial relations. Industrial relation requires best and experienced management to handle the complete situation by which it may be translated into personal conflict, distrust and same time violent.

Impact of Study

There is a need for an integrated systems approach between the two parties, one is management and another is industrial relations and objective of the establishment. The day-to-day individual and collective grievances and negotiation of shop level with unions in like effective preventive maintenance system which is the principal ingredient of an industrial policy. This determines in turn, the ability to handle periodic and non-recurring crisis to they in the shape of stoppages of works and strikes or wage disputes, most of us talk of industrial peace but what need to be talked about should be industrial balance. In a democracy there are and there have to be situations involving friction and even conflict but on enlightened manager and a responsible union will work out systems to resolve such situations and conflicts.

India's Experience:

India is a largest democratic country in the world. Constitution of India has guaranteed rights, freedom, choice and etc. to the citizen and non-citizen. The Government is responsible to maintain peace and harmony in the undertaking as well as growth GDP in India. Worker's participation in the decision making of industrial affairs for a cause of motivation among the employees. However, it appears that the experiments as workers participation in India have always been at the initiative of the Government. Any impartial assessment of the scheme would reveal that, the Indian experience presents a picture of limited success and the reasons are of multi-dimensional. A number of structural problems have contributed so the present none-too-happy status of participated schemes in India. Firstly, trade union in India lack commitment

to their worker's cause, are politicalized, leading to multiplicity of trade unions. Multiplicity of trade unions acts as severe drag on healthy industrial relations through intra-and intra union rivalries. Also, most of the trade unions are financially weak. They are unable to appoint a full-time cadre of workers, maintain office, do public work and incur expenses on welfare activities. Whatever funds they have, are sunk in litigations relating to cause victimization and retrenchment. Secondly, the absence of two-way system of communication between and trade union leads to the confusion and lack of activity of views between them regarding the objectives of participative management. Thirdly, worker's education as a pre requisite to effective participation is an area which is most neglected. Unless workers are made aware of their rights and obligations and trained for their roles in participation management, all efforts to bring about harmonious participation and consequently industrial peace will take a wrong direction. Trade unions are taking apathy in educating workers welfare.

Lack of consumers education, among workers on the method of selection of workers representatives to participative forums and absence of statutory provision for the recognition of representative union to act as a bargaining agent, absence of an effective grievance redressed system and alienation of middle level management and supervisions from the work organization. Besides lack of interest on the part of management to share authority with the worker, non-recognition to human factors, defective management policy towards union, how level of education and standard of living on the part of the workers, lack of education and standard of living on the part of the workers, lack of trust on each other also contribute to effective functioning of participative management scheme. So, in this context, the Indian experience provides little encouragement to there who world to like to see a greater and speedier development of participative managerial practices, as several studies made on the working of industrial democracy in India have rendered the poor working of works committees, joint management councils and other schemes for workers participation in management. So, the major difficulties in promoting workers participation in our country appear to be fundamental weakness in our industrial relation system.

From the overall analysis the fact remains, however, that the scheme of workers participation in

management in India has not functioned well, it has not functioned to the satisfaction of either the employer on the employees, as both are responsible for the limited success of the scheme. The workers are more concerned with the enlargement of their amenities and facilities and with the redressal of grievances, higher wages, better conditions of work and the security of services than with such larger problems as reducing the rate of absenteeism, increasing productivity, effecting economies in the operations of the enterprise and suggesting better methods for a more efficient utilization of plant and equipment. Similarly, the employers don't take joint councils into their confidence in regard to the introduction of new and better methods of production and manufacturing process, the redeployment of men and machines, and reduction in or cessation of, operation despite their agreement that they would do so. Communication with or the practice of giving information to the workers has not been adequately developed, and although the management has agreed to transfer some administrative responsibilities to the joint councils, there has been no such transfer in actual practice. So, various reasons have been assigned for the slow progress and unsatisfactory working of the schemes.

Constitutional Mandate

The Constitution of India is based on the edifice of a democratic socialist model. This concept originated from the Indian Constitution had been founded by the colonial ruler's exploitation of the weak by the strong with the ultimate objective of developing a class of loyalists.

This paper attempts to identify issues in sociology of industrial law in general and industrial democracy in particular in the Indian context. Voluminous literature that is available on industrial democracy by and large lacks ideological underpinning and a holistic context. It is argued that industrial democracy is a value which, even before incorporation of Article-43A into the Indian constitution is embodied in the total philosophy of the constitution. In making their value choices, the constitution maker had envisaged instruments without specifying all of them that would strengthen the transformation process articulated in the chapter on Directive Principle of State policy. Therefore, any scheme of industrial democracy should be viewed not only as political-legal doctrine but as an instrument of socio-economic change too.

Hurdles to Establish Democracy

Establishment of industrial democracy in the factories faces a number of hurdles. It is based upon two main reasons. One is industrialists are not given importance in the participatory management for the development of industry and another is workers themselves are not very keen to establish their role in the process of industrial growth. In its functional approach industrial democracy should try to find a place within the framework of proper industrial relations. It may be presumed that the national Government's policy in this regard has been quite isolated, peripheral and one of its logical equivocal. The philosophy of industrial democracy, need to be identified in a wider perspective. It is too difficult to establish objective of the concept are not capable of operational process in view of country's social, political and environmental constraints. That policy pursued by the Government so far has failed to emphasize developing democratic ideals in industrial set up as value in themselves.

The study revealed that workers participation made negligible impact on productivity, workers welfare and overall industrial relations situation in the plant. Even, where attempts to describe the technology and the size of the diamond industry, viz-a-viz industrial relation reveal a consensus of values among workers and the management and perhaps projects that a scheme like workers' participation is totally unwarranted and unacceptable. The key contribution in the India's industrial relations policy framework is to simultaneously rely on collective bargaining and third-party intervention in the form of compulsory adjudication in the area of setting industrial disputes. The institution of compulsory adjudication which was used by the colonial rulers as an ad hoc war measure has been perpetuated by some vested interests even after independence.

Somehow, the employees are not illiterate the participation structures have failed due to unwilling for consideration by the employers to perceive worker as their partners. It is to be appreciated that Indian industrial workers are not only economically much more worse off, they do not even get important information from the management. It is shown that worker and employers have negative attitude towards each other owing to which participative management has not been successfully to reach the bare level of the psychological revolution in the attitudes of the sectors in the present industrial relations system.

It is widely considered that workers education is very much importance for the growth of participative structures in industrial management. Till today socio-economic constrains surrounded among in Indian industrial worker even after the seventy-seven years of Independence Day observe by the country. But trade unions are controlled affiliated and controlled by the political parties. Political parties are given importance to their self-interest by the utilizing of workers.

However, in India the procedure for nominating workers representative is very confusing and defective. There are several unions are affiliated from the different political parties there by worker are confusing that which organization are engaged in rivalry and tug-of-war among themselves each trying to win a point over the other. Basically, the politicization of Indian trade unions is the main course of industrial unrest.

Recommendation From Trade Unions

Trade Unions has recommended for the implementation of six important legitimate expectation from different stake holders-

- (a) To gain and maintain better relations and understanding of one's self.
- (b) To build broaden and sharpen sensitivity to the feelings of others.
- (c) To attract for people efficiency towards production.
- (d) To develop regards with others.
- (e) To co-operate through human values.
- (f) To feel satisfaction from their relationship.

IV. CONCLUSION

Today, we are living in the 21st Century can we say that the real power to govern our country is vested in its people? Whether our Constitution is expressed the will of the people or it has just become sanctuary for some hungry politicians? Often questions raised that the common man receiving justice? Are the people of our country assured of justice, liberty, equality, and fraternity? Whether our Constitution is not failed to translate the cardinal principle in the true sense? However, let's try to erase human right violation in our land through strong commitment by every individual to take responsibility on their shoulder. Therefore, we need a change of heart – revive commitment to the spirit of the Constitution and its values. That is the only

way to achieve a modern, inclusive and progressive society.

However, in spite of limited success, the great potential of participation effort cannot be overstressed. Both the success and the failure experiences provide enough in sight needed to plan strategies for making participation work. Creation of a congenial atmosphere for which change is required in attitude of both the employers and the employees and treating workers not as agents of production but as equal partners with the management are the need of the day. Besides revealing a scheme of participation with clear objectives, which can be worked out easily without creating any imbalance in the system of production and imbalance in the system of production and distribution requires much importance. It would be wrong to assume not any scheme of participation, which has worked well in the developed countries, will be equally applicable to the developing countries also. So far as the developing countries are concerned, they have to evolve the scheme of workers participation which is best suited to their environment, which is best suited to their environments, economic, social and cultural.

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