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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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RETRENCHMENT AND STRIKES IN SICK UNIT: A CASE STUDY ON LML**GURPREET KAUR SAINI****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT****FAIRFIELD INSTITUTE OF MANAGEMENT & TECHNOLOGY****NEW DELHI****ABSTRACT**

Industrial sickness is one of the most complex problems of the Indian economy. In spite of the different measures taken by the Government, the problem persists. The rise has remained unabated, even in the years after the passage of the Sick Industrial Companies Act (SICA) and the creation of the Board for Industrial and Financial Reconstruction (BIFR). This study reveals that the sick units have not only lost their net worth, but they have also lost capital raised from sources other than ownership. The extent of accumulated losses of sick units in India is about two times that of the net worth of the units. The study reveals the failure of the policies in controlling industrial sickness in India, and puts forward certain suggestions to revamp the policy framework so as to effectively tackle the problem. The two variables i.e Retrenchments and strikes are used to explain the sick units.

KEYWORDS

SICA, Sick Units, Retrenchment and Strike.

INTRODUCTION

Retrenchment is something akin to downsizing. When a company or government goes through retrenchment, it reduces outgoing money or expenditures or redirects focus in an attempt to become more financially solvent. Many companies that are being pressured by stockholders or have had flagging profit reports may resort to retrenchment to shore up their operations and make them more profitable. Although retrenchment is most often used in countries throughout the world to refer to layoffs, it can also label the more general tactic of cutting back and downsizing.

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

LITERATURE REVIEW

In the words of Michael Braun, (Assistant Professor at the School of Business Administration, University of Montana, Missoula, Montana, USA) and Scott Latham, (Assistant Professor at the University of Massachusetts, Lowell, Massachusetts, USA), the interaction between two restructuring actions – retrenchment and repositioning - determines the outcome of corporate turnarounds. By overemphasizing downsizing, managers fail to jumpstart entrepreneurial growth that can propel the firm towards long-term competitive advantage. Similarly, stresses arising from excessive growth programs can quickly drain firm resources.

Grahame R. Dowling (University of Newcastle, New South Wales) viewed that although in the short term customers changed to a competitor's product when their usual brands were unavailable, overall market share returned to previous levels in the post-strike period.

In the words of Edgar Krau, (Department of Labor Studies, Tel Aviv University), at the turn of the decade the tendency of retrenchment in organizations appeared as a byproduct of an ongoing recession threatening with heavy consequences for the future.

P.B. Beaumont, (Department of Social and Economic Research, University of Glasgow) emphasized on increase in strike activity in the public sector of a number of member countries in recent times. Moreover, it was noted that strikes have started to occur in the traditionally "quiet" parts of the public sector in various countries.

R. BEAN, D.A. PEEL, (University of Liverpool), observed that a strike is not the only available collective sanction open to a dissatisfied workforce, which may have recourse to alternative forms of militant action such as the go-slow or overtime ban.

Hilal Ahmad Malla focused on the problem of industrial sickness has been growing at an annual rate of about 28% and 13% respectively in terms of number of units and outstanding number of bank credit. It is reckoned that as of today there are more than 2 lakhs sick units with an outstanding bank credit of over Rs 7000 crore nearly 29000 units are added to sick list every year.

A Satyanarayan, P.V. Purna Kumari suggested that a team of experts in production, marketing and finance should also share their experiences to improve the performance of the sick units. It would be ideal that they should assume this responsibility with a sense of urgency and shoulder the burden of revival of these units.

Basu, Kaushik and Fields, Gary and Debgupta, Shub, stressed on a theoretical model to analyze the anti retrenchment. Anti-retrenchment law can cause wages and employment to rise or fall, depending on the parametric conditions prevailing in the market. This model is used to isolate conditions under which an anti-retrenchment law raises wages and employment.

Bockerman Petri, Iimakunnas Pekka explores the potential role of adverse working conditions in the determination of workers' sickness absences and regional labour market conditions are an important determinant of sickness absences. Recursive models suggest that the prevalence of harms at the workplace is associated with job dissatisfaction and dissatisfaction with workers' sickness absences.

Bertil Holmlund said that sickness appears as random shocks to individual utility functions, interacts with individual search and labor supply decisions and triggers movements across labor force states. The employed worker prefers absence for sufficiently severe sickness and the unemployed worker may prefer non-participation if the disutility of search is amplified by sickness.

According to Industrial Sickness in India: Dimensions, Threats, and Remedies B. K. Singh Banaras Hindu University, Industrial sickness is one of the most complex problems of the Indian economy. In spite of the different measures taken by the Government the problem persists. The rise has remained unabated, even in the years after the passage of the Sick Industrial Companies Act (SICA) and the creation of the Board for Industrial and Financial Reconstruction (BIFR). The study reveals that sick units have not only lost their net worth, but they have also lost capital raised from sources other than ownership. The extent of accumulated losses of sick units in India is about two times that of the net worth of the sick units. The study reveals the failure of the policies in controlling industrial sickness in India, and puts forward certain suggestions to revamp the policy framework so as to effectively tackle the problem.

OBJECTIVES OF STUDY**PRIMARY OBJECTIVES**

The primary objective of the study is to analyze the overall factor which leads to sickness of any organization.

SECONDARY OBJECTIVES

1. To analyze the main reasons of strike in sick units
2. To find out that the employees getting salary at right time in sick units.
3. To find out the remedial measures taken to come over them by the organization or by the Government.

4. To find out the role of trade union in combating with retrenchment and strikes in the companies.
5. To get to know about Retrenchment in sick unit in which age group
6. To know whether the strikes are frequently in sick units

RESEARCH METHODOLOGY

Research Design: - Descriptive research design was used.

Sampling plan: - The plan calls for two decisions.

(a) Sampling Unit: - employees working in LML Delhi.

(b) Sampling Size: - 50 respondents.

DATA COLLECTION

The study is mainly based on the primary data; however, the secondary data is also used to some extent.

RESEARCH INSTRUMENT USED

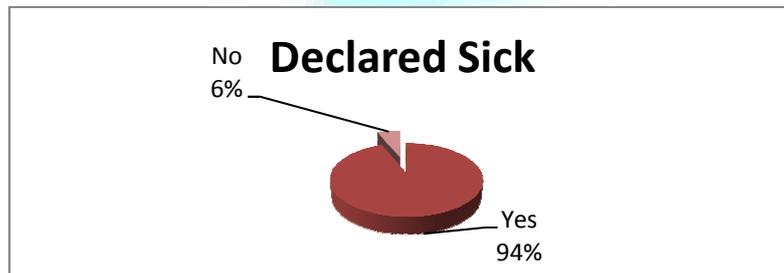
Questionnaire and statistical tool was also used – pie diagram

DATA ANALYSIS

Q. 1. Is your organization is declared as sick unit by the government?

- (a) Yes
- (b) No

Yes	47
No	3



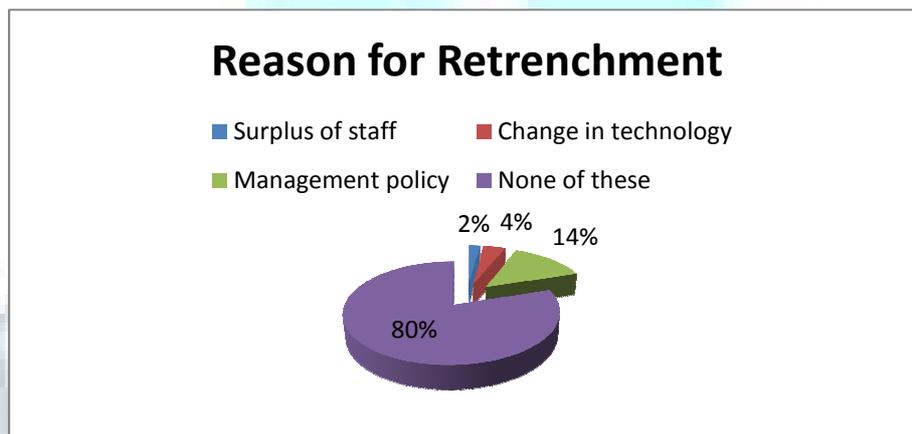
Interpretation

From the above analysis it can be said that all the respondents are aware and know that the LML is declared sick unit by government.

Q. 2. Why employees are retrenched in your organization?

- (a) surplus of staff
- (b) Change in technology
- (c) Management policy
- (d) All of these

Surplus of staff	1
Change in technology	2
Management policy	7
All of these	40



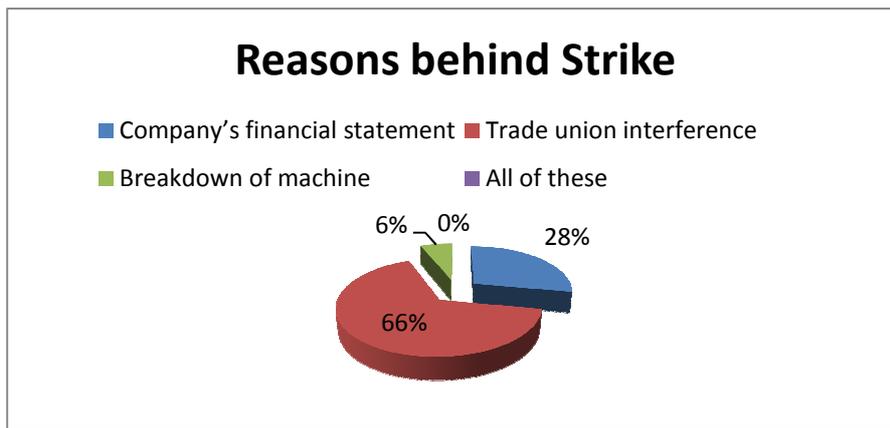
Interpretation

86% of the respondents are of the view that the employees are retrenched in an organisation due to financial losses in a company, the surplus staff and the change in technology whereas 14% of the respondents are of the view that it is due to management policy.

Q. 3. What is the main reason behind strike in your sick unit?

- (a) Company's financial statement
- (b) Trade union interferences
- (c) Breakdown of machinery
- (d) All of these

Company's financial statement	14
Trade union interference	33
Breakdown of machine	3
All of these	0



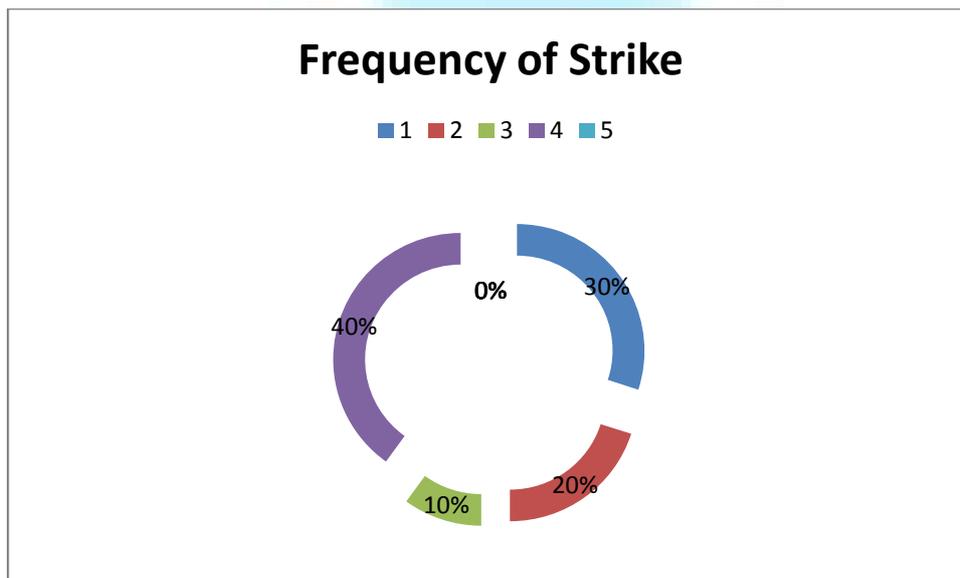
Interpretation

The 66% of the respondents are of the view that the main reason is the trade union interference while 28% are of the view that its due to the financial statement of the company.

Q. 4. What is the frequency of strike (in a month) in your organization?

- (a) 1 strike
- (b) 3 strikes
- (c) More than 3 strikes
- (d) No strike

1 strike	15
3 strike	10
More than 3 strikes	5
No strike	20



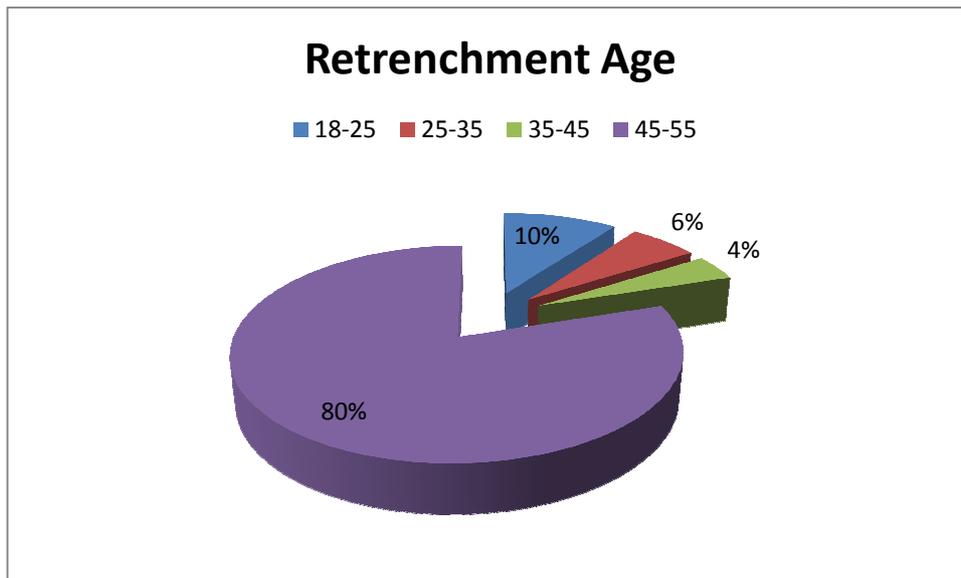
Interpretation

The 15 employees are of the view that there are approximately 1 strike a month whereas 10 said that there are 3 strikes a months while other 5 employees inform that there are more than 3 strikes a months.

Q. 5. Retrenchment in sick unit can be seen mainly in age group of:

- (a) 18-25 years
- (b) 25-35 years
- (c) 35-45 years
- (d) 45-55 years

18-25	5
25-35	3
35-45	2
45-55	40



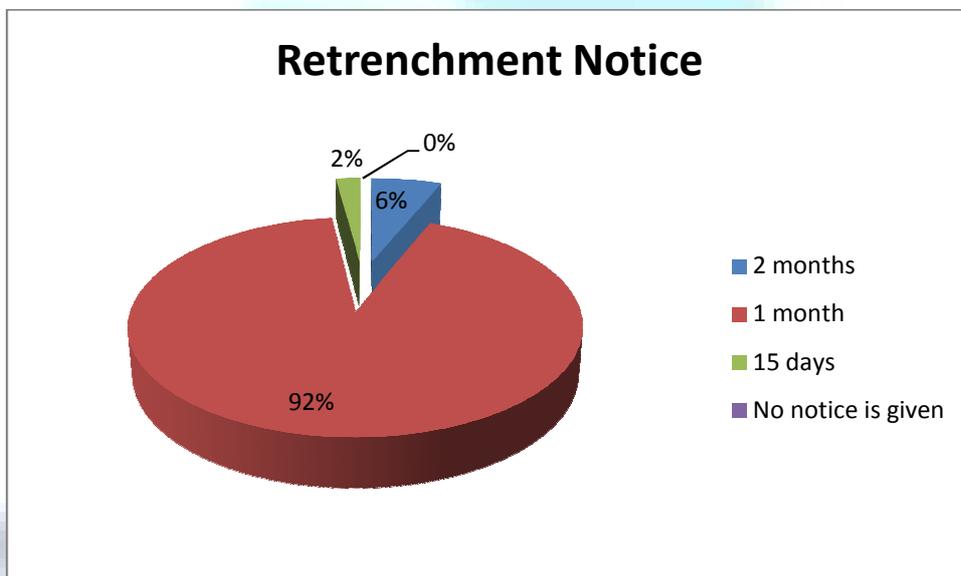
Interpretation

80% of the employees say that the people are retrenched near to 45- 55 years of age.

Q. 6. When the retrenchment notice is given to the employees before they are retrenched?

- (a) 2 months
- (b) 1 month
- (c) 15 days
- (d) No notice is given

2 months	3
1 month	46
15 days	1
No notice is given	0



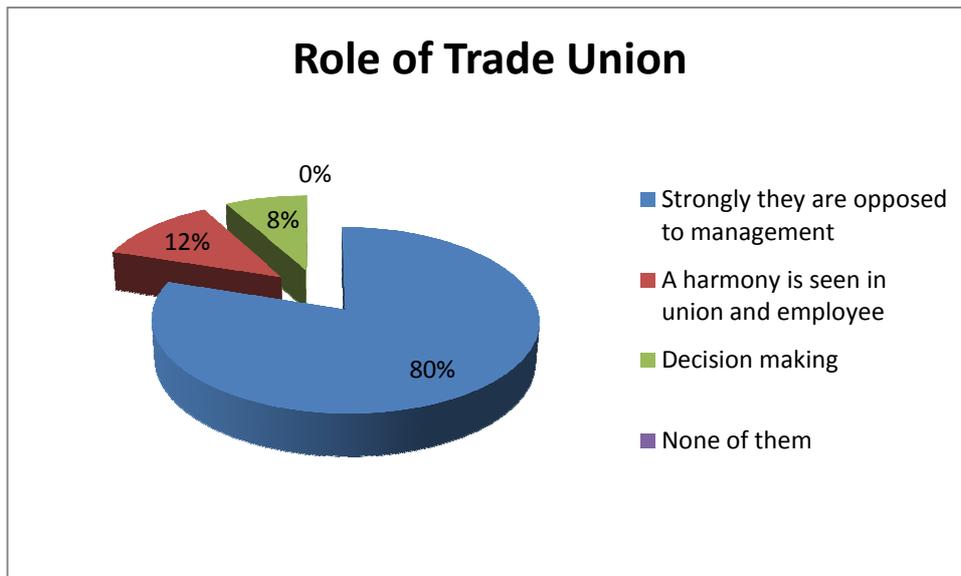
Interpretation

90% of the response told that the retrenchment notice is given before 1 month.

Q. 7. What is the role of trade union in combating with retrenchment and strikes?

- (a) Strongly they are opposed to management
- (b) A harmony is seen in union and employees
- (c) Trade union are given chance in decision making in company facing sick economic crises
- (d) None of them

Strongly they are opposed to management	40
A harmony is seen in union and employee	6
Decision making	4
None of them	0



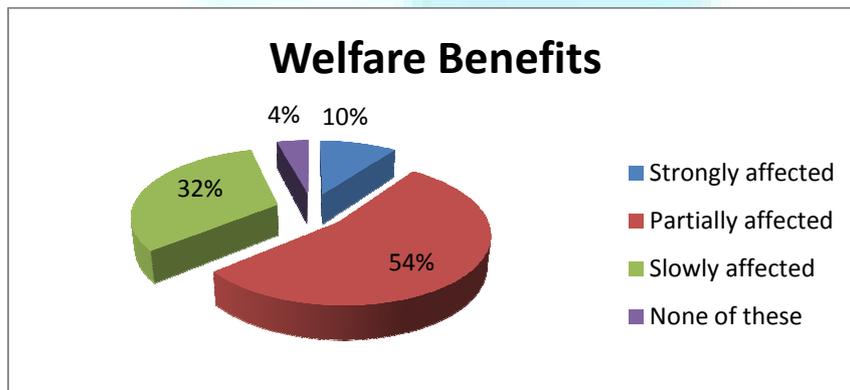
Interpretation

80% of the respondents are of the view that the role of trade union is in combating with retrenchment and strikes while 12% of the respondents said that the harmony between employees and union is also helpful while strikes.

Q. 8. Is the employee's welfare benefits are affected in your sick units?

- (a) Strongly affected
- (b) Partially affected
- (c) Slowly affected
- (d) None of these

Strongly affected	5
Partially affected	27
Slowly affected	16
None of these	2



Interpretation

54% of the employees are of the view that welfare benefits of the retrenched employees are partially affected whereas 32% says that it is slowly affected and 10% says its strongly affected.

Q. 9. Are you getting the salary at right time in your organization?

- (a) Sometimes
- (b) Occasionally
- (c) Regularly
- (d) None of them

Sometimes	8
Occasionally	10
Regularly	32
None of them	0

**Interpretation**

Now a days all the employees are getting salary regularly on time but while in financial crises its sometimes that they donot get salary on right time.

FINDINGS AND SUGGESTIONS

- The LML limited is a sick unit declared by government.
- Most of the shops and showroom of LML are shut down.
- Now a day the employees are getting salary regularly for their work.
- The main reason of strike in sick units is financial crises in a sick unit.
- The strikes are now not frequent in LML.
- All the retrenched employees are fully benefited with retrenchment benefits.
- The organization should shut down its business if it cannot able to survive in the market.
- An organization should open its branch in all cities.
- It should plan better attractive marketing strategies to survive in the market.

CONCLUSION

It has been studied that the LML i.e the Lohia Motor Limited is a company which was declared sick in 2006 due to the lockout in the organization. The HMSI Plant of the company in Gurgaon was shut down because of labour trouble in a company. All the sites in Kanpur were also shut down and locked due to the lack of production or it can be said that the production was suspended over a month or two. The company bears the loss of approximately 2crores due to which it cannot be able to pay the salary to the employees.

The reasons for LML is a sick unit are : (A) its financial losses, (B) The higher rate of conflict between the employees and employers of the organization, (C) lower level of production in a company, (D) frequent strikes in the unit and many more. The Government of India took further measures for the upliftment of the company but the problems persist. With the passage of years the SICA – Sick Industrial Company Act comes into existence which helps the company by its Rehabilitation program due to which the LML was able to raise its lost capital. Slowly and steadily the company grows, cover its losses and in today's scenario it is operating and working in the competitive world but with the change in its products. Now the company is dealing in Scooty and motor bikes. The employees of the company are getting regular salaries on time and there is no more strikes and lock outs in the organization. There is a downfall in the retrenchment as the employees are satisfied from their job and job situation.

Hence in the end it can be concluded that the LML which was the sick unit, was now in the market and successfully running its business in the competitive environment with different strategies.

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ANNEXURE**QUESTIONNAIRE**

- Q. 1: Is your organization is declared as sick by the government?
- (a) yes
 - (b) no
- Q. 2: Why employees are retrenched in your organization?
- (a) surplus of staff
 - (b) change in technology
 - (c) management policy
 - (d) all of these
- Q. 3: What is the main reason behind strike in your sick unit?
- (a) company's financial statement
 - (b) trade union interferences
 - (c) breakdown of machinery
 - (d) all of these
- Q. 4: What is the frequency of strike in your organization?
- (a) 1 strikes
 - (b) 3 strike
 - (c) More than 3 strikes
 - (d) No strikes
- Q. 5: Retrenchment in sick unit can be seen mainly in age group of
- (a) 18- 25 years
 - (b) 25- 35 years
 - (c) 35 – 45 years
 - (d) 45- 55 years
- Q. 6: When the retrenchment notice is given to the employees before they are retrenched?
- (a) 2 months
 - (b) 1 month
 - (c) 15 days
 - (d) No notice is given
- Q. 7: What is the role of trade union in combating with retrenchment and strikes?
- (a) strongly they are opposed to management
 - (b) a harmony is seen in union and employees
 - (c) Trade union are given chance in decision making in company facing sick economic crises
 - (d) None of them
- Q. 8: Is the employee's welfare benefits are affected in your sick units?
- (a) strongly affected
 - (b) partially affected
 - (c) slowly affected
 - (d) none of these
- Q. 9: Are you getting the salary at right time in your organization?
- (a) sometimes
 - (b) occasionally
 - (c) regularly
 - (d) none of these

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