

A Study on Industrial Relation in Digital Era in Industries of MSME Sector in Odisha.

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Abstract:

The day-to-day life of every human being has been changed due to tremendous growth of technology. The Changes in our society, our culture or our values, all have been got effected including living style. The great impact had been on the economy and the way we do trade & business. And when we discuss about business, apart from its other aspects, technology has started playing gradually an important role in the lives of people. Technological change in an organisation affects the work environment and changes the relationship between the employers and employees. It affects employees in two ways, economic and social. The first category consists of compensation, professional change, distribution of advantages, transfer and retraining problems. As per the National study of Plastic Industries, the large number of industries belongs to the MSME (Micro, Small Medium Enterprise) Sector. In the similar way the maximum industries exist in the state of Odisha under the MSME Sector. These industries are mainly focused with the Semi-skilled, Skilled and highly skilled manpower. Again, it is categorised between the Technical Manpower viz. Production, Quality, Maintenance and the non-technical manpower viz. Marketing, Administration, Finance, Store etc. The Challenges faced by the Industries of Odisha are Gender equality, salary package and the bridge between the technical & non-technical employees, skilled manpower, experience manpower etc. In the above study the researcher has made an extensive study of MSME Sectors Industries of Odisha and its process include Industrial Relation and digital era. This Industrial Relation and digital era will provide better industrial peace with the involvement of technology and growth of Industries of MSME Sector.

Keywords: Industrial Relation, digital, employees, MSME, Technology.

Introduction:

Digital transformation has emerged as a pathbreaker the way organisation run its business and it has also suitably had an impact on the IR processes in an organisation. The human resources are the core of every organisation's process and without which nothing can be achieved and cordial relations in industry is highly essential, digitization has brought a revolution in HR & IR operations of almost every organisational setup. The present study focuses on in what manner digital transformation has an effect on industrial relation which is the relation between employer and employees in the organisation. The industrial relations system in an organisation aims to provide a harmonious relationship between employers and employees, ensuring continuous production & productivity and maintain industrial peace. This system acts as a regulatory body and provides various machineries to settle industrial disputes and advise on disciplinary procedures, working conditions and employment security. One of the most important benefits of industrial relations is that it promotes & develops amicable settlement of difference and achieves the organisational objective. The employees can expect a better job security and job satisfaction on their responsibilities. Industrial Relations help to reduce the number of industrial disputes that arise, due to working and non-working condition including employee strikes or grievances. Industrial relations ensure employers to provide their employees with good working conditions. This can have a great impact on the economy by producing a more satisfied community of employees, better productivity and achieve the organisational objectives.

This study is about to know the application of Industrial Relations in Digital Era to workers engaged at Micro, Small and Medium-sized Enterprises especially plastic industries. The basic objective is to understand of the methods used to regulate employment and working conditions in medium & small industries / enterprises. This study identifies new developments and trends in the coverage of IR for MSME working class people at Odisha.

Research Frame Work / Objective of the Study:

The objective of this study is to identify current trends of Industrial Relation with the in this age of digitalisation and innovative ideas & approaches for regulation of employment of working class in these MSME industries especially plastic & allied industries at Odisha. To that effect, labour laws applicable & followed and policies affecting MSMEs have been reviewed.

The research has several objectives, which has been listed below:

- i. To identify the IR strategies and level of application at various stage in plastic industries of MSME Sector at Odisha.
- ii. What recent systems with respect to the regulation of employment and working condition with relations to MSMEs?
- iii. What advanced ideas and technology being developed in manufacturing industries and to achieve in compliance with Industrial Relations in smaller enterprises especially Plastic Industries of MSME Sector at Odisha?
- iv. Make plans and decisions to improve the working atmosphere and employee commitment towards organisational production & productivity.
- v. To determine the factors that contributes to the acceptability of IR in MSME Plastic industries at Odisha in this digital era.

Scope of the Study:

- Industrial Relations is an essential element for every organisation and its significant role in the era of digitisation of work process in most of the working place.
- To observe the relation between employer-employee now a days in this digital age with an objective to strengthen cordial relation and plummeting conflicts.
- The responsibilities of different parties sustaining industrial relations i.e. employer, employee and union.
- It is utmost important for promotion and development of healthy labour management relations in every organisation.

Literature Review

Singh & Kumar (2011) The objective of Industrial Relation is to provide, best organization through relationship among its employees. The necessity of an industrial relation is within the organization, and it is an essential element for every organisation operating in a good environment where employees are working to achieve the objective of an organisation.

Swarnalatha & Prasanna (2013) Industrial Relation is having wide spectrum of area and deals with functions which includes employment condition, workforce analysis, and other operational issues related to relation between employer & employees in an organisation. Industrial Relation is the internal response to how an organization will do business with its employee without any issues and by developing a harmonious relation between employer & its employees.

Saha and Pan (1994) detailed the causes of industrial disputes by developing an econometric model using disputes data where it has been seen that in more unionised industries, man days lost due disputes in industries which are likely to be less as compared to unionised industries. In connection to that, the industries with larger factory in size will have a greater man day lost due to industrial dispute. Industrial Relation plays a vital role for the growth & development of industries which has a mechanism of maintain industrial peace.

Priya Shrivastava (2015), During digitalisation era in industries, industrial relation has been described as that Indian industrial relation was established prior to Independence and remains mostly intact. The nature of this system is highly centralized and the Govt. is the main arbitrator between employer & employee. This analysis provides a broad overview industrial relation and the labour market reform discussion that has arisen in the context of economic changes in India.

The system of the Indian labour market, the irresistible size of the casual or 'unorganized' workforce, and its location external the industrial system is the essential challenge for Indian industrial relation system.

Rhokeun Park (2015), workers participation in management and its outcomes stated that is to explore the arbitrating role of organization in the development of relations among employee & employer, organizational commitment, and the diminishing character of organizational approach in persons relations. It is found that unreal organizational support facilitated the relations among employee involvement and obligation of organization.

Melissen et al. (2016), Managing the scopes of sustainability, as proposed in the TBL framework structure it requires a well laid down strategic action plan from management, developing cordial relations among employees and clear communication indicating its obligation to sustainability.

Planned Research Methodology:

The present study is based on the quantitative research as well as descriptive research methodology. In Quantitative research our central point is on collection of information, analysing it and then specifying the results transversely among group of people and to describe about a specific issue. The other method is to unfolding individuals who are the part and partial of the research process. The researcher has conducted Observation, survey, and case study method, used the structured and semi-structured interview method for collecting the data which has been arbitrarily particular from the employees working in organisations.

Sampling Area: Manufacturing industries of MSMEs at Odisha.

Sampling Technique: Amongst several sampling methods, this study has been on based on random sampling methods for collection of the among the group of employees of Various Manufacturing MSMEs at Odisha.

Based on the review findings, this study revealed evidence that Industrial Relation has a positive impact on organizational performance (Production & Productivity) in MSMEs. It was also proved that industrial relation may be maintained & developed effectively to assist organizational success through various processes for achieving the organisational objective.

Sample size, Population & data collection

IR Practices in Industries of MSME Sector at Odisha

The data has been collected from various Industries of MSME Sector in the district of Khurda, Cuttack, Balasore and Ganjam of Odisha through Questionnaire method applied. Total 21 industries have been covered and 186 respondents responded. As per the input received the summary of profile of sampled organizations is given below and the identities of the firms are being hidden upon the request of respondents.

Results and Findings:

Sl. No	Opinion	No. of Respondents	% of Respondents
1	Enjoyable	68	36.55
2	Responsive	49	26.34
3	Bad	37	19.89
4	No Comments	32	17.20
Total		186	100.00

Table 1: Respondents view on the complete industrial relations in the digital age

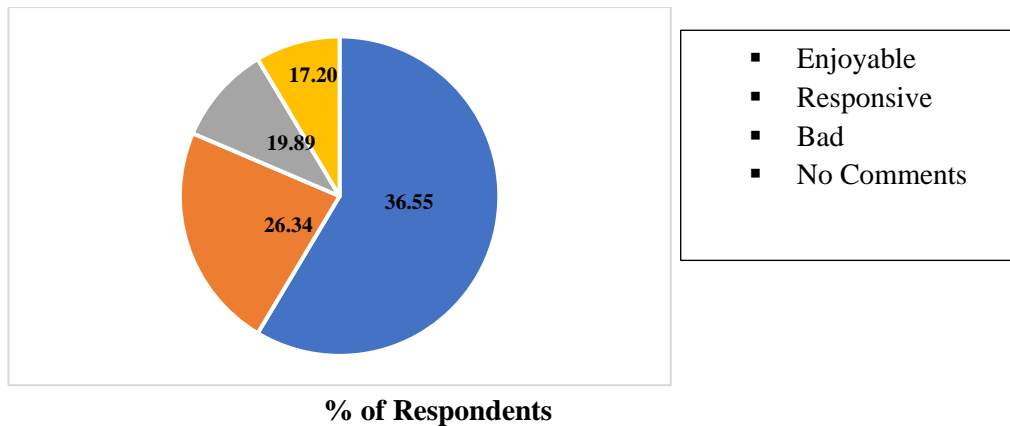


Fig. 1: Respondents view on the complete industrial relations in the digital age

Analysis and Interpretation:

From the above table, it is evident that 36.55% of the personnel are feeling enjoyable in regards to adoption of the technology of industrial relations, 26.34% of respondents have responsive view, 19.89% of respondents opined that it is bad impact and lastly 17.20% of worker have no comment in this regard. Maximum of the workforces more than 60% are welcoming the innovative system adopted by use of increased technology of industrial relations.

Sl. No	Opinion	No. of Respondents	% of Respondents
1	Excellent	71	38.17
2	Very Good	52	27.95
3	Good	39	20.96
4	Average	24	12.90
Total		186	100.00

Table 2: Employees View for the use of Technology in Industries

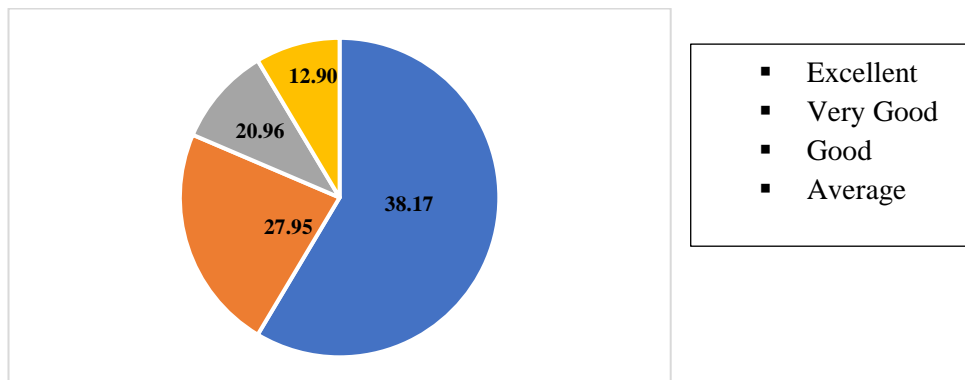


Fig. 2: Employees View for the use of Technology in Industries

Analysis and Interpretation:

It is to say that 38.17% of the workforces are having opinion that increased use of the technology is excellent, 27.95% of workforces viewed that it is very good, 20.96% of workforces has told average and lastly 12.90% of workforces have average opinion towards growing technology of industrial relations. Maximum of the workforces i.e., 66% are feeling excellent and very good with the growing technology industries.

Table 3: Employees view on digital initiative by Management and its impact on Industrial Relation:

Sl. No	Opinion	No. of Respondents	% of Respondents
1	Very Satisfied	74	39.78
2	Satisfied	56	30.10
3	Partially Satisfied	35	18.81

4	Dissatisfied	21	11.29
Total		186	100.00

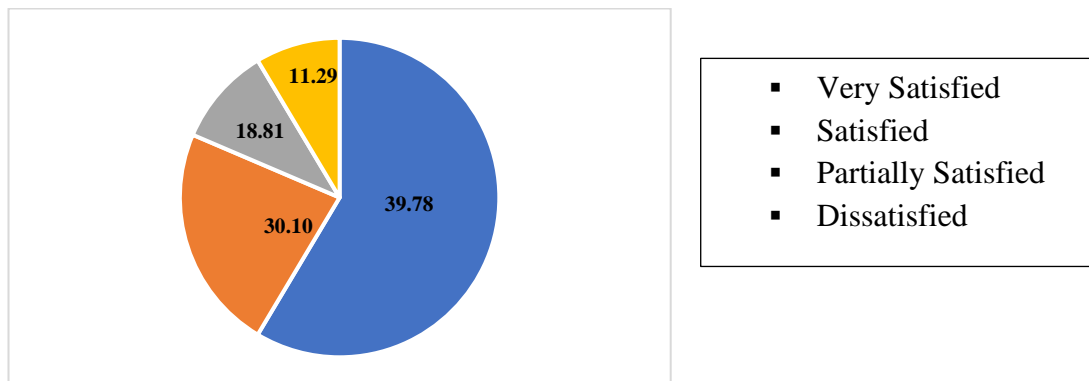


Figure: 3. Employees view on digital initiative by Management and its impact on Industrial Relation:

Interpretation:

From the study it is to say that 39.78% of the workforces are completely pleased with the management care of industrial relations in digital age, 18.81% of the workforces are partly satisfied, 30.10% of the workforces are satisfied and finally 11.29% of workforces are displeased with the management support of industrial relations in digital process. Maximum of the personnel i.e., 58.59 % are completely satisfied with the management support of industrial relations in digital age.

Table: 4. Employees view on appropriate channel for communication on Industrial Relation:

Sl. No	Opinion	No. of Respondents	% of Respondents
1	E Mail	76	40.86
2	WhatsApp	55	29.56
3	Facebook	33	17.74
4	LinkedIn	22	11.82
Total		186	100.00

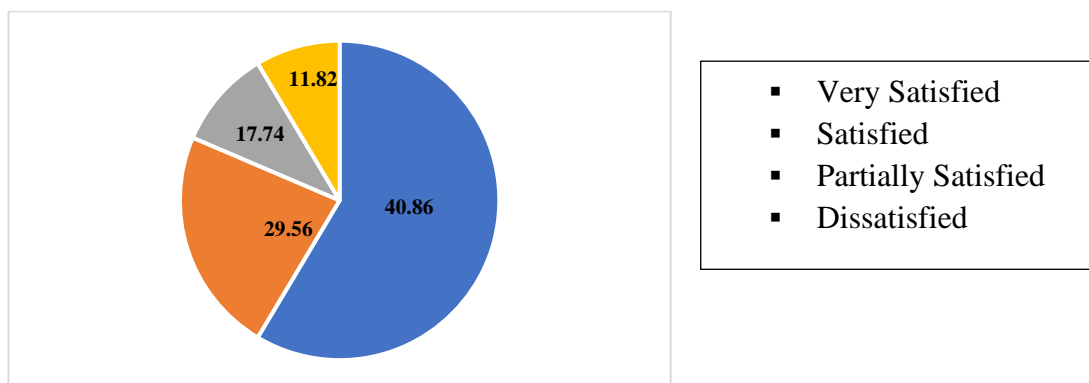


Figure: 4. Employees view on appropriate channel for communication on Industrial Relation

Interpretation:

From the study it is to say that 40.86% of the workforces have assumed primary importance to the process of e-mail which is best method of communication to the industrial relations system, 29.56% of the personnel are in opinion that WhatsApp is the next to e-mail for communication, 17.74 % of workforces have view that Facebook is the subsequent network and lastly 11.82 % of the workforces have given importance to the LinkedIn. From the data it evidently says that, maximum workforces i.e., 40% of the workforces are inclined to e-mail network for their industrial relations.

Table: 5. Employees view on Various Welfare facilities Provided by Management

Sl. No	Opinion	No. of Respondents	% of Respondents
1	Fully satisfied	77	41.39
2	Satisfied	54	29.02
3	Partially satisfied	35	18.81
4	Dissatisfied	20	10.75
Total		186	100.00

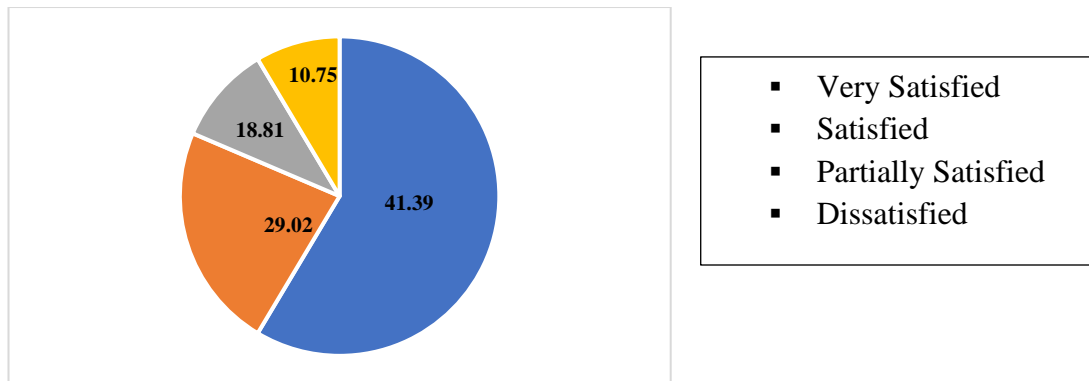


Figure: 5. Employees view on Various Welfare facilities Provided by Management

Interpretation:

From the study it is to say that 41.39 % of the workforces are completely satisfied with welfare facilities provided by the organization, 29.02 % of the workforces are pleased, 18.81% of the sample respondents are partly pleased and lastly 10.75% of the workforces are displeased with the welfare facilities. The studies says that workforces i.e., 60% are completely pleased with the welfare facilities provided by the organization.

Table: 6. Various allowances paid for the job are reasonable and as per the prescribed policy

Sl. No	Opinion	No. of Respondents	% of Respondents
1	Fully satisfied	73	39.24
2	Satisfied	50	26.80
3	Partially satisfied	37	19.89
4	Dissatisfied	26	13.97
Total		186	100.00

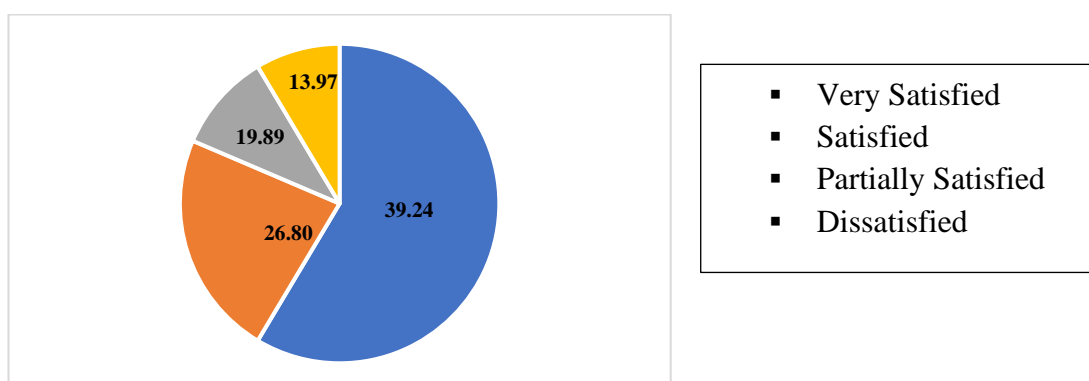


Figure: 7. Various allowances paid for the job are reasonable and as per the prescribed policy

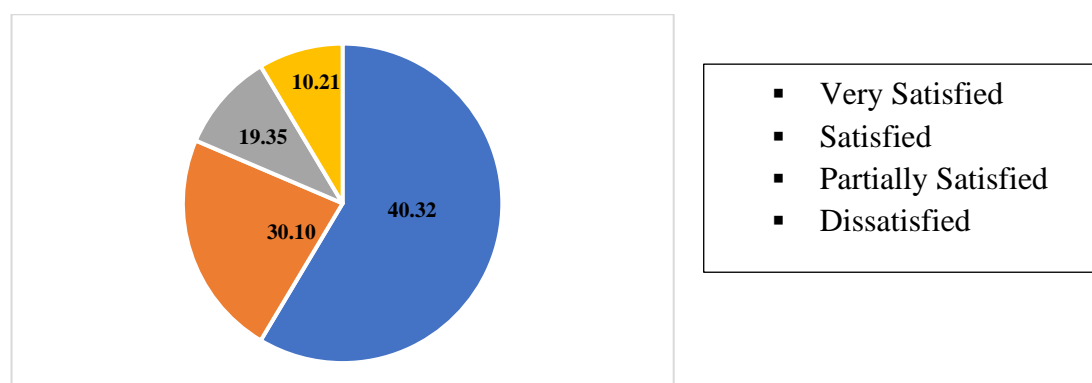
Interpretation

From the study it is to say that 39.24 % of the workforces are completely pleased with the various allowances provided by the organization, 26.80 % of the workforces are pleased, 19.89% of the workforces are moderately gratified and

lastly 13.97% of the workforces are disappointed with the various allowances provided. The above statistics says that maximum of workforces i.e., 60% are completely pleased with the allowances provided by the organization.

Table :7 employees' opinion on different bi-partitite and tri-partite Process bargaining practices

Sl. No	Opinion	No. of Respondents	% of Respondents
1	Excellent	75	40.32
2	Very Good	56	30.10
3	Good	36	19.35
4	Average	19	10.21
Total		186	100.00



Interpretation

The above statement of respondents says that 70 % of the sample in their view is excellent and very good on the relation with the management during the various bi-partite practices, 19.35% of the work forces have told that decent and finally 10.21% of the workforces have opinion for average on the relations with the organization during various bi-partite practices. From the above evidence undoubtedly specifies that maximum of the workforces i.e., 70% are opinion of having better opinion in relation with the management.

Findings:

1. From the study and data, it is exciting that maximum of the respondents i.e., 60% workforces are having opinion agreeable industrial relations in the digital age.
2. Maximum of the workforces i.e., 60% are thinking worthy with the use of the technology of industrial process.
3. Furthermost of the workforces i.e., 70% are completely pleased with the organization support for the employer and employee relation in this digital era.
4. From the aforementioned data which clarify that, maximum number respondents i.e., 40% of the workforces are inclined with the use of e-mail as network for communication.
5. The study says that most of the workforces i.e., 65% have opinion that various allowances paid for the job are reasonable and as per the prescribed policy
6. The study says that 70% of employees' have opinion on different bi-partite and tri-partite Process bargaining practices
7. The study findings says that 50% are opined that the organization resolve the employees' issues with utmost care.
8. The study findings says that 70% of workforces are completely pleased with the welfare facilities provided by the organization.

Significance of Industrial Relation:

The healthy industrial relations are key to the progress and success of an Organisation as well as to the working class. Their significance may be discussed as under:

- i. Industrial Peace.

- ii. Higher Productivity
- iii. Industrial Equality
- iv. Collective Bargaining:
- v. Benefits to Employees:
- vi. High Morale
- vii. Easing of change:

Industrial relations can help to safeguard the interest of employees to work in safe working environments. It can also help to make ensure that employees are able to get different type of benefits as per labour law as applicable. Trade Unions always support employees and function for their interests. Healthy industrial relation provides the job safety & security to the employees.

Determinants of Industrial Relations and Employees Job Satisfaction

SI No.	Determinants of Industrial Relation	Effect on Employee's Job Satisfaction
1	Labour Legislation	Job Security
2	Collective Bargaining	Good employer & employee relations
3	Grievance Handling Mechanism	Job satisfaction, growth
4	Industrial Dispute	Career Growth, promotion etc
5	Workers Participation in Management	Trust, autonomy, freedom etc
6	Trade Unionism	Better industrial relations

IR Practices in MSME Industries with Technology Change:

It been seen an increase in employers' interest for functional flexibility in the workplace/ organisation nowadays. Globalization has developed different new industrial policy which resulted in the formation of a government-employer alliance. Heirs and Kuruvilla explore changes in industrial relations in Indian industries and highlighted the following:

Development of Skill & abilities

There are different types of programs, software and tools available & accessible to complete the task in a perfect and to complete in time bound manner. Several skills sets and their source provide a good systematic input data for doing the job very effectively which can be carried out individually, jobwise, and at different levels of competence appropriately created and explained. The analysis provides a good function and lookout of the skill sets available in the task & responsibilities. This can also form a very strong foundation for personnel planning, which would otherwise be a huge

time taking if done manually. The use of online availability as a technology promotes high consistency among different functions and activities to be carried out. Human Resource Management is core competency area, skill mapping, digitization has made the process more users friendly & accepted at all levels.

Work Procedure

Time has proved that research on jobs has become much better, easier and less time to assist in defining the requirement of job & to determine relative worth of job. The application which is being used has become less time consuming, and the team members with the necessary skill sets can manage it within the organisation or department itself. HRMS maintains a good data base of employee's skill, and in cases of any absenteeism of employees found, the best suitable alternative to complete the task is being available which information is lies with the data and substitute can be found, which does not affect the work process & allowing productivity levels to be maintained at all times. To reduce interruption between irregular processes of manufacturing, efficient plans and work patterns can be determined through the data. Different type of new technology like automation, CNC processes, laser, plasma, and pressure technology are now accessible at the level of shop floors to increase job quality, efficiency, and production costs that are tough to achieve if carried out manually. This has reduced the amount of physical labour required at shop floor and also enables a more respectable workplace environment and a higher degree of motivation. This has resulted in a significant reduction in manufacturing workforces in all progressive private-sector MSME Plastic industries at Odisha.

Rules, Regulation & Discipline

A larger system of daily routine work has changed the way people give their attendance while attending office is being monitored so effectively and correctly, and the system provided to the shop floor makes the production process extremely active and effective. The information ideas are processed in a variety of mode by a supporting software program to offer interpretation in a variety of ways as required for a better understanding of behaviours working class. Online payroll feed has decreased the number of data processing steps and process, and extra clerical work & staff required has been reduced to so much extent which makes the function very easier & better. Availability of various rules & regulations with respect to employment is also accessible to the employees. Most of the employees has been allotted email through they can be connected with the organisation directly as per requirement.

Payroll Process

Nowadays this procedure is done through online. Input attendance data feeding is which take less time and does not require a person fully engaged for the work, rather only a few hours' time is being spent for the whole process. Salary is prepared and disbursed immediately to the bank account of workforces, and salary slips are being send through e-mail. Reimbursements are more user-friendly, salary processes and taxation are more effectively controlled and collected. The employer and employees' contributions to various social security schemes such as Provident Fund, Employees State Insurance, Retirement, and so on are calculated inevitably, and the link with finance eliminates of duplicity and enables correct data management.

Employee Welfare

Employees data available with better features w.r.t. of staff uniform and measurement does not require to be collected every time and simply requires an assessment for new joiners, which will reduce the need of a dedicated manpower to manage the entire things. Staff canteen and transportation management which is online would be highly useful for administration department and providing inputs to finance department as required during the time of deductions. Employee health records and medical check-ups are simply checked on an automatic method, and efforts for assurance coverage for the employee and their family is readily available for managing completely. Several employee welfare programmes are being organised for which events, sports, and so on are no longer a time-consuming process for the organisation to organise.

Statutory Compliance

Everything is digital, including government labor and employment department activities, and now applications for renewal of licence and various permits, Shops and Establishment licence, Contract labor licenses, and many more statutory compliances all can be done and received online. Many returns required by the government from time to time can now be done online, resulting in less duplication of data at various government offices. All social security benefits, such as PF, ESIC, Gratuity, EDLIS, Superannuation, and NPS, are managed and deposited online. While this has increased method competence, the number of wrong transactions has decreased significantly. Previously having a large team to manage industrial relations activities are increasingly being replaced by a relation based on the organization's population size and dealing with public. As a result, indirect expenses are minimized, which benefits the company's bottom line.

However, nothing has been completed & accomplished, and changes are continuously being made at various levels based on feedback from users, giving the impression that nothing is too small, and saturation will not be achieved in this area continuous research & development is there with new innovative ideas. Digitization definitely delinks the human aspect, and human sensitivity remains damaged, providing the impression that human resource are less important than these technology installed at industries only requirement of resource has been reduced, workers are not in a position to meet regularly in their workplace as the machine are doing everything.

Industry 4.0 technologies are changing manufacturing:

Industry 4.0 is the arrangement of smart digital technologies into manufacturing and industrial production methods. It provides a set of techniques or mechanism that includes industrial IoT (Internet of Things) networks, Artificial Intelligence, robotics, and automation. Industry 4.0 is renovating in which the industries are manufacturing, growth and allocate their products in the market. Stakeholders are interested to adopt new machineries, as well as Industrial Internet of Things (IIoT), cloud computing and analytics, and Artificial Intelligence and machine learning into their manufacturing facilities in all over their processes. These smart industries are armed with new technology bounded with software and robotics that collect and analyse the data, allow for better result ultimately good production. Due to this technology and good value of business is generated as compared to manual forces of production. These digital machineries lead to automation, preventive maintenance, self-operation of process developments and, an innovative level of competences and openness to customers which was not imaginable earlier.

Developed smart plants provide an unbelievable prospect for the manufacturing industries to enter into the fourth industrial revolution. Analysing the huge amounts of large information together from instruments on the shop floor makes guarantees actual perceptibility of manufacturing resources and can also be a tool for performing prognostic maintenance in order to curtail machinery downtime.

Implementing advanced instruments in smart industries can be go for high production and better production quality. Substituting physical check system with Artificial Intelligence mechanical pictorial visions which automatically decreases manufacturing mistakes and set aside the pricing and time. With nominal outlay, the quality control engineer can be able to connect to the cloud though smart phone to monitor manufacturing processes from virtually anywhere in the organisation and can see the process. By using machine learning processes, manufacturers can detect errors immediately of big size machine, where restoration work is further expensive & time consuming. Industry 4.0 concepts and technologies can be correct transversely in all categories of industrial establishment, with separate and process manufacturing, in all segments of industries.

Significance of Industrial Relations in this Digital Era:

It is clear that the functioning of industrial system is currently trying to shift from the old to the new. In this process, there is difference of opinion among workers who want to stay in the organisation and want to be flexible to adjust with the environment in order to cope up with the current scenario. In the light of above, this style has been greatly influencing the diversity of the Indian industrial system. The inclination toward flexibility is being seen not only in Industrial Relation system but also in changes has also in the work practices. New technologies are being introduced in the manufacturing industries which are increasing very fast. In industrial scenario, total quality management, leaner organizations by reducing the manpower strength and many more HR practices are becoming the normal in operation system. The basic objective of the industries is to be equipped with new improvised technology with maximum output and to renovate themselves and flexible IR policies as suit to the employer that are in line with a long-term affordability direction grounded on more technology-oriented manufacturing industries. In Indian context industrial relation has played vital role in the betterment of working-class people with intervention of government to maintain industrial peace, but with the development of globalization, now the policy is changing toward a more inexpensive strategy of man management and high productivity. New technology set up industries created many job prospects for job aspirants. The talent and skills required have been changed from physical/manual skill and strength to process handling. Trade Unions in industries are not in a position to compete or against with the technological development, but are worried about the submissions for the employment conditions, wage & salaries and other working related issues. The recognitions of trade unions is also not in good shape and not been recognised by the management. The changing system of unions also had a great impact with the strength and value of unions which has been seen significantly losing its weight since last ten years in India. The decrease of unions was due to amalgamation of unions which has become a tendency in the country during the years which results few big size unions. Nowadays, unions are within the companies and are self-managed with a trend to employee relations among themselves. Though, the MSME organization's registrations over the last ten years in India has seen a growth, opposite to the growth trends seen by unions. The importance of middlemen for negotiations with unions gives increase in bargaining forms in MSME's over the last decade (Brown and Walsh 1980's). Efforts were being made to increase union recognition by the management of organizations who were not interested to recognise the unions. MSME registered industries at Odisha have not recognized unions which is unlikely. The private sectors industries established in India after liberalisation though have different type of industrial relation strategies which has been till 2000. Since then, it is moving towards down trend. The trade union has been neglected for negotiation at industry level. The system of separate bargaining as a substitute of multilevel bargaining in single are related with several unions and the growth of MSME's across the country with single level bargaining.

Conclusion: The industrial relation has been seen a change in the last ten years in India. The unions in India have been on a decline stage. MSME's which has system of bi-partite process of collective bargaining today prefer to negotiate at industry level. Negotiation and bargaining at employer level is not under the process of collective bargaining. Most of the MSME's does not prefer collective bargaining as a method bi-partite process of industrial relations which has resulted in the decline of the bargaining process. The process of bi-partite consultation has also have been reducing over the period of time which has resulted the representation from employees very less presented. The owners of these MSME registered industries are very much careful whether to recognise unions and work with them. The employee relations have been supported by voluntarism though followed law is gradually irregular. The various guidelines which allow identifying the requirement of changes by giving workers an opportunity of collective representation of any development has been stopped during this digital era. The digital development in the industries is being done by the employer on his own which forces the working class to accept the changing environment leaving without any option. This has been analysed and discussed the negligence of the Code on Social Security, which India is a leader in labour reforms for the digital development.

Indian policymakers must still overcome the desires to apply legacy thinking to digital markets. Indian Prime Minister Shri Narendra Modi has consistently supported the need for reducing compliance burdens on industry, while endorsing that industries maintain a high level of stakeholder responsibility, he emphasised that “self-regulation and self-certification is the way ahead”. While his remarks were in the context of manufacturing at large, they offer themselves to broader level of understanding for the growth of these MSME sector industries.

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