

study for both these aspects of employer-employee relations were also the first line supervisors. In all 3785 first line supervisors participated in the final study. In analysing the data, the author has made extensive use of such techniques as multiple regression, analysis of variance and other such techniques.

The book is indeed an useful addition to the existing literature on employer-employee relations in India. And the author is certainly right in his claim that the questionnaire designed by him for studying organisational climate is a distinctive contribution of this study and that the study is one of the rare attempts to conduct a comparative study of a large number of organisations. However, one vulnerable aspect of this study seems to be the use of supervisors as the source of data regarding labour-management relations. Though the author provides several justifications for the same, many may not find them to be very convincing.

Anil K. Sen Gupta
*Professor of Personnel Management
and Industrial Relations, IIMC*

Industrial Relations in Banks—Text and Cases
by L. B. Bhide and Anil K. Khandelwal,
OM-Ameya Prakashan, Bombay p.p. 326,
Price: Rs. 105 00.

"We must indeed all hang together,
Or most assuredly, we shall all hang
separately"
—Benjamin Franklin

The phenomenal growth of banking industry in India since nationalisation of major banks in 1969 has brought with it the problems of growth. Banking industry being predominantly labour intensive, the pressure of growth, unless handled carefully, acts negatively on human relations and manifest in unmatched goals leading ultimately to alienation of employees. Bank managements in their enthusiasm to respond to the goals of nationalisation sacrificed that personal and family relationship with even the lowest levels of employees, as was prevalent before nationalisation in spite of the latter being already highly unionised and strong.

The first onslaught of growth was borne by

the officers of the banks, whom banks had to find in thousands by fast promotion, for manning newly opened branches in all parts of the country. Previously managers of branches were selected carefully and managerial position was coveted by the officers. But with the mushroom growth of branches this careful selection process had to be abandoned. First, posting of many a Workmen Staff, after being promoted as officers, was directly as managers of rural branches. There was no time to train them in managerial jobs or get them experienced through lower levels of management before making them branch managers. In fact, the training establishments of banks were totally ill-equipped to train this huge number of newly promoted officers. Besides, the banks before nationalisation being highly urban oriented the cadre of workmen also came mostly from urban areas. On promotion they suddenly found themselves uprooted from their "soil" and thrown upon a working land whose socio-economic environment was so different from theirs. As a result, those who accepted the promotion and went to villages regarded it as a 'punishment' for promotion. Working phase of bank nationalisation, therefore, began with a cadre of disgruntled and ill-equipped managers.

Expansion of banking industry also created huge employment in the workmen cadre. Highly educated boys joined the industry attracted by good pay and security of service. The ill-equipped branch managers were unable to lead them properly. Banking jobs being primarily of routine nature these boys soon found no challenge in their work and hence no interest. All attempts for job enrichment met with failures. Like high energy particles they soon found their niche elsewhere away from corporate goals. Unions found their ranks swelling and to contain them they started professing economism. Willy nilly management of banks joined with the unions in this game and personnel management was replaced by personnel administration. Industrial relations were being viewed as administration of various industrial settlements and awards and juridical disciplining of employees. Management and workmen regarded themselves as two parties, even at the branch level, trying always to protect themselves from the inroads of the others. Issues are determined by the leverage

of power rather than by the interest of the organisation. It looks that industrial relation system of banking industry in India has assumed to itself Dunlop's formulation of body of rules that govern the actors of the organisation devoid of human motivations, perceptions and attitudes.

Bhide and Khandelwal in their book under review have started off from this last note and quoted at length Margerison's human relation approach to industrial relation and proceeded to examine the present status of industrial relations in the banking industry of India. But unfortunately the first part of the book could not carry this theme. The repetition of sentences like 'unions have consolidated their strength', 'they have become stronger', 'weak-kneed policy of top management', 'increasing militancy of unions' 'purchasing of peace by management by giving concessions' etc. may give the reader a feeling that the authors have failed to maintain objectivity in their study and become emotionally attached to one party in the game. Any impressionistic study, unless controlled by strict objectivity will finally make it partial and lower the value of the study.

It also appears that the two writers who have authored this book have different views on industrial relations and as a result there are inconsistencies between chapters. It may also be that some disjointed articles written by the authors at various point of time have been put together in the form of a book in a hurry without careful editing. Possibly, the authors are aware of it. The concluding paragraph of their Preface gives a constrained explanation for this.

However, the book is an excellent reading on the history and evolution of industrial relations in Indian banking. Chapter 1 and Chapters 4-6 of the book trace this history from 1946 to the present date with a chronology of major events at the end of the first part. Although there are repetition here and there, that does not lower the value of this collation.

From chapter seven begins the analysis of present status of industrial relation in banking industry which ended with the drawing of a

future scenario in chapter sixteen. In between, however, some analysis have been attempted disjointly in chapters two and three.

The authors' remark in chapter eight that despite good industrial relation at the bank level the IR at the branches are far from satisfactory is somewhat confusing when we have read in chapter 2 that in rural and semi-urban branches or where the number of employees is less than 20 the IR scene is much better. The reason ascribed to the latter situation is good communication amongst a cohesive group. One may be tempted to conclude from this observation that industrial relation problem of a bank can be solved by simply not allowing a branch to grow beyond a certain limit and breaking-up the larger branches into smaller units, say department-wise. Although there may be some truth in this and some banks have tried out the last suggestion, there is no evidence as yet for improved IR at such work places.

The banner of good industrial relation at the bank level upheld in chapter 8 has not been carried through the rest of the book. Particular mention can be made of chapter 7 and chapter 12. These two chapters are also by far the best in whole book in the sense that they present a balanced view and put forward constructive suggestions for installing an IR machinery and policy framework. The authors' remark in the preamble to chapter 12 that for better management of IR, both management and unions have to take positive initiative and work hard but the main responsibility for good IR lies ultimately with top management, is a right approach towards solving IR problems in banking industry and is, therefore, most welcome.

The authors have not claimed any originality in the contents of their study. The study has proceeded with certain beliefs and impressions. There has not been much attempt to verify these beliefs and impressions. Although many of the impressions may not be untrue, these have to be based on solid facts and some amount of empirical analysis, otherwise there may be misgivings amongst the partners of IR. Particular mention can be made of falling productivity of bank employees which is, perhaps, the central operating theme of the book. Conventional productivity

measurement by output per employee may reveal that since nationalisation, productivity of bank employees has increased considerably and this is the claim of the unions. Should we not therefore, make a serious study of the problem and, if necessary develop alternative measurement standard before talking of falling productivity of bank employees?

The second part of the book containing thirty-five cases of industrial relation in banking industry represents years of hard work. This part stands out exclusively on its own merit. In fact, the cases together cover almost the entire gamut of industrial relations problems of banking industry. The cases will be of immense use to instructors of the training colleges of banks. It would have been excellent if some notes to guide the instructors were appended below every case because many of the instructors of training college of banks are not as adept as Mr. Khandelwal to handle cases.

Hrishikes Bhattacharyya, *Professor
Finance and Control Area
Indian Institute of Management Calcutta.*

Broadcasting in India by P. C. Chatterjee, Sage Publications, New Delhi, 1987. Rs. 150/-

All over the world recent years have witnessed a growing interest in communication studies. The book under review, sponsored by the International Institute of Communications as part of a series of country-studies on communication patterns, is a valuable contribution to that literature. Its focus, however, is not on the communication system as a whole but primarily on radio and partly on television.

The author of the book was with All India Radio (AIR) for thirtysix years. He was Director-General of AIR from 1974 to 1979 and for half this period was also in charge of Doordarshan. The book bears the mark of this authority and insight provided by his experience.

The work is mainly on the structure of broadcasting and telecasting rather than on the processes of programme making. It has been

divided into seven chapters. The first chapter, 'The National Environment', presents the demographic, economic, political, linguistic and media background against which two of the most important mass media function. In chapter 2, 'The Evolution of Broadcasting', the author identifies the landmarks in the history of broadcasting in India. He shows how the broadcasting system came into existence in India in November 1923 at the initiative of a private organization, the Indian Broadcasting Company, and proceeds to chronicle its subsequent evolution through the take over of the control by the Government of India in 1930 and its designation as the Indian State Broadcasting Service, its redesignation as All India Radio in 1935, the rapid expansion of AIR networks in the post-independence decades and addition of new services to the AIR, and the birth of TV in 1959 and also its expansion in the last one and half decade or so.

What are the present-day laws, management structure and financial arrangement with regard to AIR and Doordarshan? These are described and critically evaluated in the third chapter 'The Broadcasting System Today: Regulation and Organization'. In contrast to systems linked with business through private enterprise and advertisement as, for example, in the United States and the system represented by the BBC which involves neither government control nor business underpinning, both the systems in India are under tight control of the government and run as departments of union government. In depicting and examining the various organisational and financial features the author has raised several important issues. One of these is relating to the manning of the higher posts in the Ministry of Information and Broadcasting (the body entrusted with the responsibility of policy-making) exclusively by officials drawn from the Indian Administrative Service. Of the thirteen Directors-General between 1947 and 1985 seven have been drawn from the ICS and IAS and six from AIR's programme cadres. This arrangement has been criticised on the ground that unless the top posts are manned by technocrats and specialists the administration "will continue to lack dynamism and be hamstrung by bureaucratic procedures and red tape" (p. 59). It seems that the author tends to agree with