

INDUSTRIAL RELATIONS AND LEGISLATIONS

Subject Code – MBAHR314

By

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**Module 1 - Introduction to Industrial
Relations**

Concept & Meaning of Industrial Relations

- Industrial Relation is one of the important problems for the success of a firm. The term industrial relations refer to the whole field of relationship that exists because of necessary collaboration of men and women in the employment process of modern industry.
- Industrial relations is nothing but an “Employment Relationship” In an industrial setting. It includes all the laws, rules, regulation, agreements awards of court, customs, traditions, as well as policy framework laid by the government. Thus, IR involves a study of the conditions of work, mainly the level of wages, Security of employment, Social conflict, Cultural interactions legal aspects of disputes under laws etc.
- The term “Industrial Relations (IR)” also known as a “labour Management Relations” or “labour relations”. The term „Industrial Relations” comprises of two terms:
 1. Industry: It refers to “Any productive activity in which an individual or a group of individuals is are engaged”.
 2. Relations: It means “The relationships that exist within the industry between the employer and his workmen”.

Definition of IR

- According to International Labour Organization (ILO), " Industrial Relations deal with either the relationship between the state and employers and workers organizations or the relation between the occupational organizations themselves".
- According to Dale Yoder" Industrial Relation is a relationship between management and employees or among employees and their organization that characterizes and grows out of employment".
- According to Armstrong __" IR is concerned with the systems and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed and their employers and to regulate the ways in which employers treat their employees"

Scope of IR

1. **Participative Management:** Involves employees in decision-making, goal-setting, work schedules, and giving suggestions.
2. **Dispute Settlement:** Process of identifying and resolving industrial disputes such as strikes, protests, lockouts, and dismissals.
3. **Trade Unions:** Permanent associations of workers formed to protect their rights and improve working conditions.
4. **Employers' Organisations:** Associations of employers that represent and protect the interests of businesses and industries.
5. **Collective Bargaining:** Negotiation between employees/unions and employers to reach agreements on wages, working conditions, and other employment matters.
6. **Labour Legislation:** Laws created to protect workers' health, safety, rights, and welfare.
7. **Grievance Redressal:** A formal process for resolving employees' complaints related to wages, work rules, safety, policies, and working conditions.

Objectives of IR

- **Protect Workers' and Management's Interests:** Maintain good relations, understanding, and goodwill between workers and management.
- **Improve Workers' Economic Status:** Provide better wages, benefits, and financial security.
- **Regulate Government Control:** Ensure proper government control over loss-making or public-interest industries.
- **Ensure Workers' Participation:** Involve workers in management and decision-making.
- **Develop Labour Unions:** Encourage strong and effective trade unions to protect workers' interests.

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- **Prevent Industrial Conflicts:** Maintain peaceful relations and reduce disputes.
- **Reduce Strikes and Lockouts:** Provide fair wages, better working conditions, and benefits to avoid conflicts.
- **Sustain Industrial Democracy:** Promote workers' participation in profit-sharing and decision-making.
- **Increase Productivity:** Improve employee cooperation and efficiency to increase productivity.
- **Provide Proprietary Interest:** Give workers a sense of ownership and belonging in the organisation.

Types/Parties of IR

1. **Labor Relations** - This involves the relationship between management and labor unions, also known as union-management relations.
2. **Group Relations** - This covers interactions among different groups of workers, such as supervisors and teams, or different technical and non-technical staff.
3. **Employer-Employee Relations** - This focuses on the relationship between management and all individual employees, excluding the union-management dynamic.
4. **Community or Public Relations** - This refers to the relationship between the industry and the wider community or society.

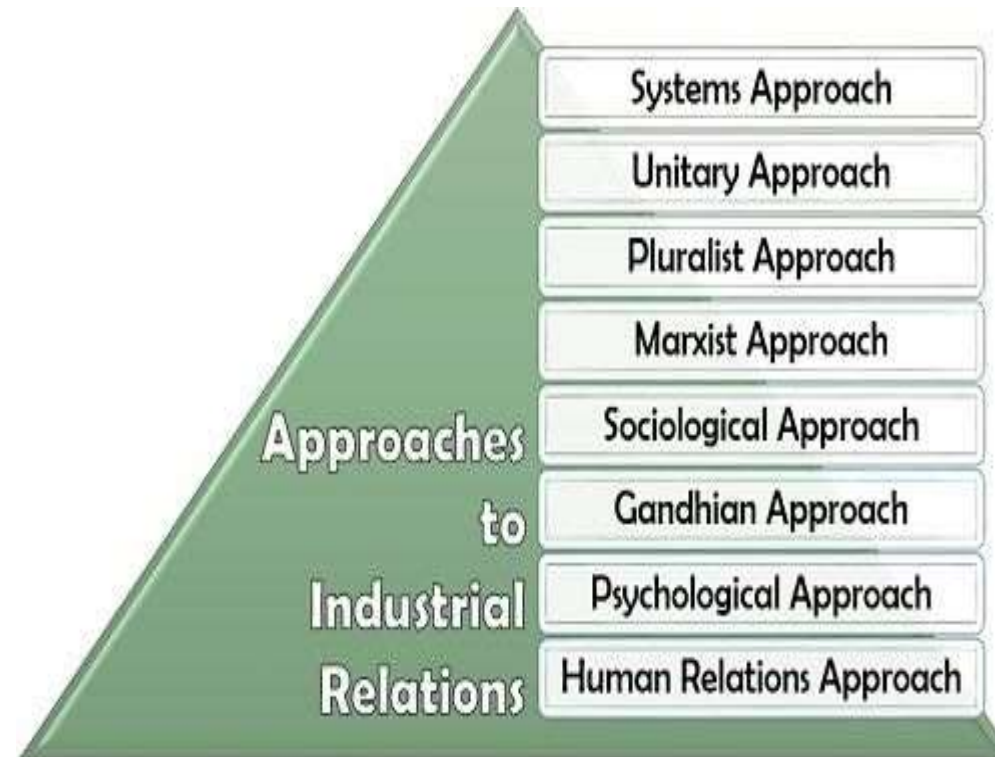
Characteristics/Nature of IR

1. **Complex and Multi-faceted:** Influenced by economic, social, political, and technological factors.
2. **Bipartite and Tripartite:** Involves employers and employees, and sometimes the government.
3. **Conflict and Cooperation:** Includes both cooperation for productivity and conflicts over wages, rights, and working conditions.
4. **Continuous Interaction:** Requires regular negotiation, communication, and grievance handling.
5. **Regulated by a Framework:** Governed by labour laws, agreements, awards, and social norms.
6. **Dynamic and Evolving:** Changes with new work trends such as gig work, technology, and casual employment.

Importance of IR

1. **Minimizes Industrial Conflicts:** Reduces strikes, lockouts, and disputes through fair resolution.
2. **Increases Workers' Morale:** Improves employee motivation, satisfaction, and commitment.
3. **Provides Fair Benefits:** Ensures fair wages, better working conditions, and employee benefits.
4. **Facilitates Changes:** Helps employees adapt to technological, social, and economic changes.
5. **Makes Collective Bargaining Effective:** Promotes constructive negotiation between workers and management.
6. **Drives Mental Revolution:** Changes the mindset from conflict to cooperation.
7. **Facilitates Worker Development:** Encourages employee training, skill development, and growth.
8. **Reduces Wastage:** Minimizes wastage of materials, manpower, and resources.
9. **Ensures Smooth Production:** Maintains industrial peace and supports continuous production.

Approaches of IR



1. System Approach

John Dunlop gave the systems theory of industrial relations in the year 1958. He believed that every human being belongs to a continuous but independent social system culture which is responsible for framing his or her actions, behaviour and role.

The industrial relations system was based on three sets of different variables:

- **Actors:** By actors here we mean that the individuals or parties involved in the process of developing sound industrial relations.
- **Contexts:** The contexts refer to the setup in which the actors perform the given tasks.).
- **Ideology:** The similar ideas, mentality or beliefs shared by the actors helps to blend the system

2. Unitary Approach

The unitary approach can be seen as a method of bringing together the teamwork, common objective, individual strategy and mutual efforts of the individuals. This theory believes that the conflicts are non-permanent malformations, which are a result of improper management in the organization.

The other aims of the unitary approach are as follows:

- To create a productive, effective and harmonious work environment;
- to develop a trustworthy, open, fair and transparent work culture;
- to create a cordial work environment;
- to restrict the role of the tribunals and other government associations like the trade unions and initiates direct negotiation between the management and the employees.

3. Pluralist Approach

- The pluralist theory also called the 'Oxford Approach', was proposed by Flanders in the year 1970. This approach explained that the management and the trade unions are the different and robust sub-groups which unanimously form an organization. Collective bargaining was considered to be a useful technique for resolving organizational conflicts. Due to this, the management's role has transformed from imposition and control; to influencing and coordinating with the workers.
- Following are some of the highlights of this approach:
- The organization should appoint personnel experts and industrial relations specialists to act as mediators between the management and trade unions. They need to look into the matters of staffing, provide consultation to the managers and the unions, and negotiate with both the parties in case of conflicts.
- The organization should ensure that the trade unions get recognized and the union leaders or representatives can perform their duties freely.
- In the case of industrial disputes, the organization can avail the services of the external agent for settlement of such issues.
- The managers should resolve to a collective bargaining agreement when there is a need for negotiation and settlement with the trade unions.

4. Marxist Approach

Lenin came up with the concept of a Marxist approach in the year 1978, where he emphasized the social perspective of the organization. This theory perceived that the industrial relations depend upon the relationship between the workers (i.e., employees or labour) and the owners (i.e., employer or capital). There exists a class conflict between both the groups to exercise a higher control or influence over each other.

The assumptions of this approach are as follows:

- Industrial relations are a significant and never-ending source of conflicts under capitalism which cannot be avoided. However, cases of open disputes are quite unusual.
- Understanding the conceptions of capitalized society, capital accumulation process and the pertaining social relations, give a better overview of the industrial relations.
- The Marxist theory assumed that the survival of the employees without any work is more crucial than the survival of the employer without the labours.

5. Sociological Approach

- The industries comprise of different human beings who need to communicate with the individuals of other organizations.
- Due to the difference in their attitude, skills, perception, personality, interests, likes and dislikes, needs, they are usually involved in one or the other conflict. Even the social mobility and other aspects including transfer, default, group dynamics, stress, norms, regulations and status of the workers influence their output and the industrial relations.
- This theory also emphasizes on the impact of various changes in the work environment (i.e., economic, technical and political) on the interactions and relationship shared by the employer, employees, institutions and the government bodies.

6. Gandhian Approach

- Gandhi Ji was not against strikes; instead, he gave the following conditions to carry out a favorable strike:
 - The workers or labours can go on a strike only if there is a specific grievance.
 - There should be complete non-violence while carrying out strikes.
 - The ones who are not involved in the strikes should not be tormented.
- Though Gandhi Ji was not against carrying out strikes, he believed that it should be the last option to which the labour should resort to, after the failure of all the constitutional and peaceful ways of resolving conflicts and negotiating with the employer.
- The Gandhian approach illustrated that nature had provided us with human capabilities and different kinds of property. Thus, such nature's gift belongs to the whole society and cannot be considered as of personal possession by anyone.

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- The objective of this theory is to adopt non-violent ways to bring in economic parity and material enhancement in a capitalist society.
- Gandhi Ji perceived that every organization is a joint venture, and the labour should be treated as associates or co-partners with the shareholders. Moreover, the workers should have proper knowledge of all the business transactions as it is their right.
- He focused on increasing the production and believed that the gains should be shared with the employees because of whom it has been possible.
- He also emphasized that the industrial disputes and conflicts between the parties should be resolved healthily through interactions, arbitration and bilateral negotiations.

7. Psychological Approach

- Industrial relations issues arise due to differences in perception and mindset between employees and management.
- Mason Harie's Thematic Apperception Test (TAT) showed contrasting views — union leaders saw a man as a manager, while executives saw him as a union leader.
- This reveals mutual distrust and conflicting attitudes between the two groups.
- The differences are influenced by economic and non-economic factors like values, power, education, and income.
- These negative perceptions lead to tension, conflict, and poor interpersonal relations in the organization.

8. Human Relations Approach

The concept of the human relations approach is *Keith Davis*. The organization and the society comprise of human beings who vary in various aspects as their behaviour, emotions, attitude, mindset and personality. But they have come together to achieve common organizational goals and objectives.

The concept of human relations approach underlines the need for making the individuals familiar with the work situations of the organization and uniting the efforts of the workers. The purpose is to meet the social, psychological and economic objectives, by enhancing the overall productivity.

Some of the primary objectives of the human relations approach are as follows:

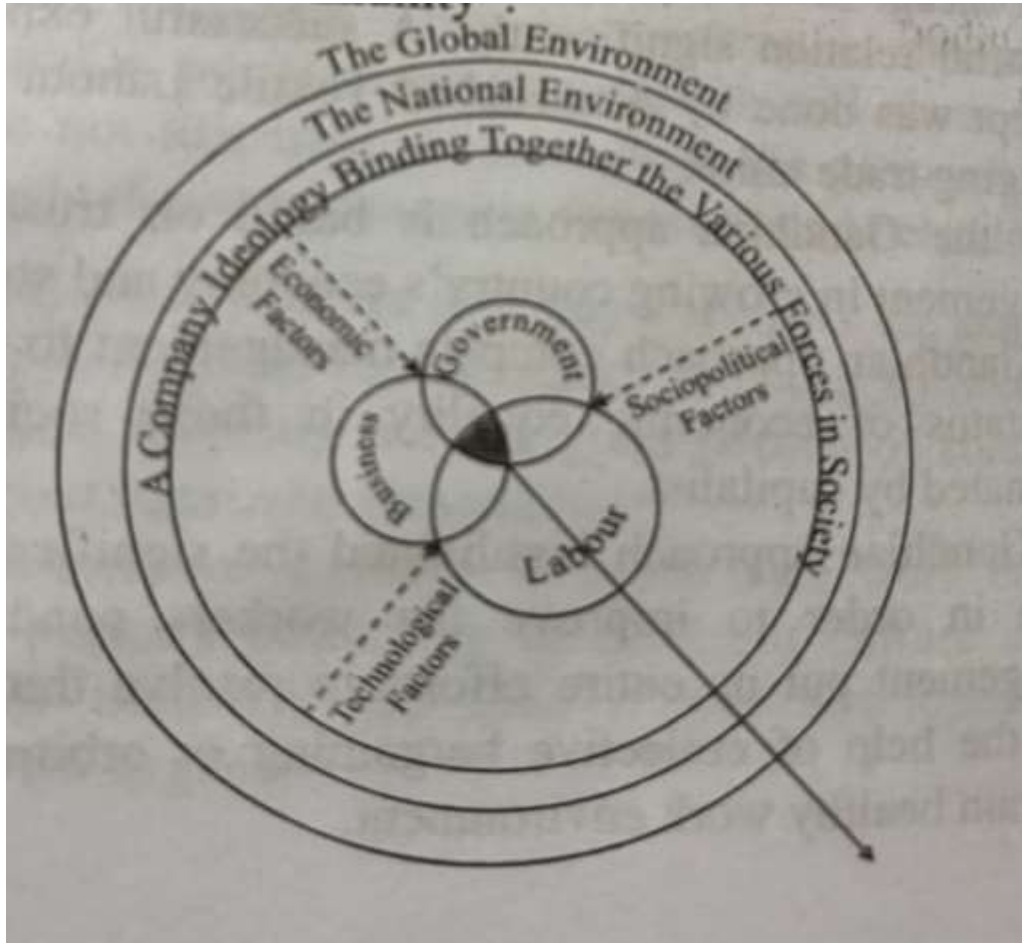
- To ensure cooperation by promoting the mutual interest of the organization;
- to enhance the productivity of the individuals;
- to satisfy the psychological, social and economic needs of the employees.

System Model of IR - Dunlop's Systems Model

John Dunlop has developed a system approach to industrial relations.

According to Dunlop, "An industrial relations system at any one time in its development is regarded as comprised of certain actors, certain contexts, an ideology, which binds the industrial relations system together, and a body of rules created to govern the actors at the workplace and work community".

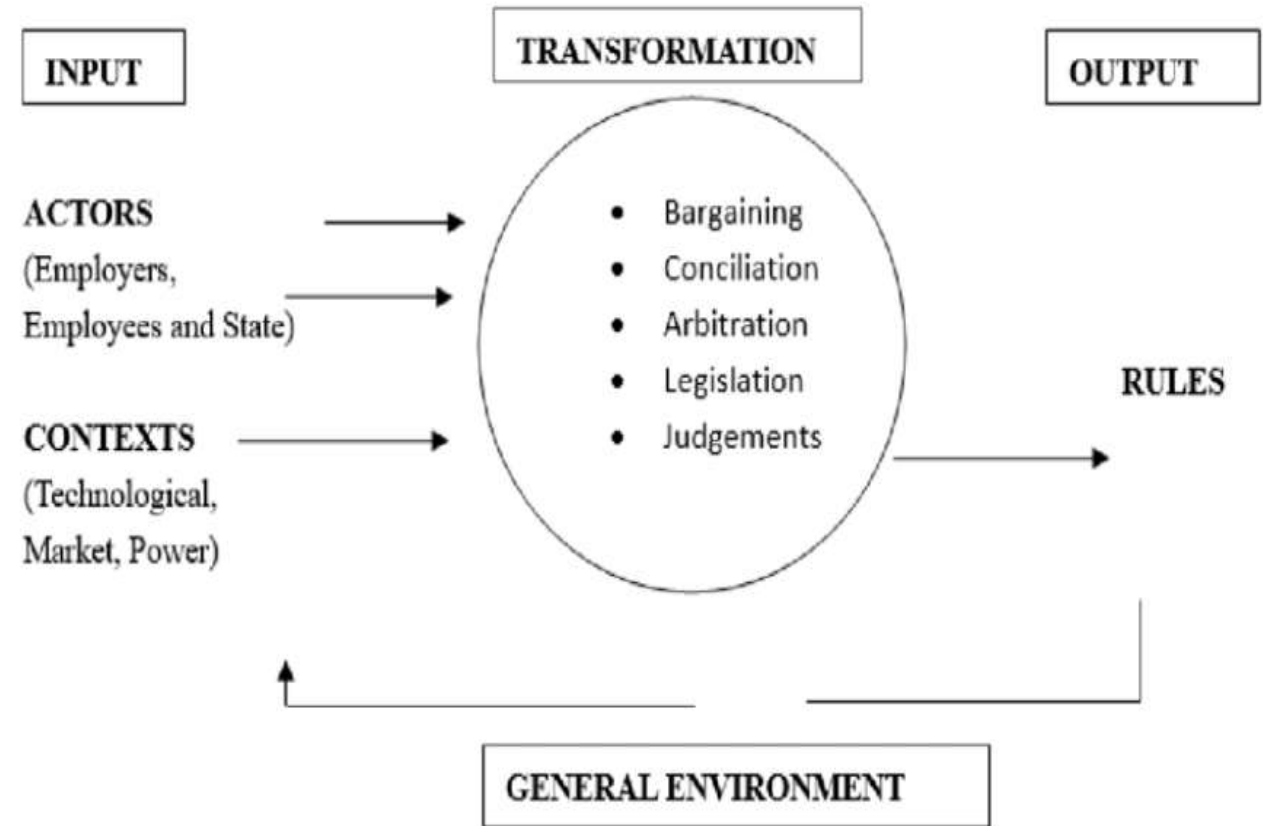
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- IRf (a, t, m, P, I)
- a=Actors - Labour, Employers Govt.
- t - Technological Context
- m Market Context
- P Power Context
- I = Ideological context that helps to bind them together

Actors in Dunlop's Model

- 1. Management Hierarchy –**
Managers and their representatives in supervision
- 2. Workers Hierarchy –** Non-managerial employees and their spokesmen/unions
- 3. Government Agencies –**
Specialized agencies created by the state to regulate IR



Environmental Context

1. Technological characteristics – This refers to the nature of technology, production methods, and the physical setup of the workplace.

- It includes machinery, tools, digital systems, and work processes used in production or service delivery.
- The level of automation, the type of skills required, and the pace of innovation all influence how employees and management relate.
- For example:
 - In a highly automated factory, fewer workers may be needed, but they must be highly skilled, leading to different bargaining issues.
 - In a service-oriented company, interpersonal and communication skills dominate, shaping different forms of cooperation and conflict.

2. Market or Budgetary Constraints - These are the economic pressures that influence industrial relations.

- Refers to factors like competition, product demand, cost of production, and profit margins.
- Management's ability to offer wages, benefits, or job security often depends on the company's financial capacity.
- Similarly, unions' bargaining power depends on market conditions—for instance, during economic downturns, labour organizations may accept compromises.
- In public-sector organizations, budgetary limits (government funding or spending policies) act as constraints.

3. Distribution of Power in Society - This concerns the social and political power structure in the larger community.

- Includes laws, political ideologies, government policies, and social values.
- For example:
 - A democratic society might encourage free unions and collective bargaining.
 - An authoritarian regime might restrict union activities and emphasize managerial control.
- It also involves influence of external groups, like political parties, courts, or the media, which affect how industrial relations are regulated and perceived.

Rules and Procedures

- Actors establish rules for the workplace and work community
- The 'web of rules' includes procedures for creating, applying, and enforcing rules
- John T. Dunlop explained that the main function of the Industrial Relations (IR) system is to create, apply, and enforce a network (or web) of rules that govern relationships at the workplace.
- These rules determine how work is organized, how conflicts are resolved, and how decisions are made between the three key actors — employers, employees, and the government.

Role of Ideology

- A shared ideology or belief system binds the actors together
- Promotes cohesion and integration of the industrial relations system
- In Dunlop's Industrial Relations System (1958), ideology refers to a shared set of ideas, values, and beliefs held by the key actors — management, workers, and government — that guides how they interact and cooperate within the industrial relations (IR) system.

Criticisms of Dunlop's Model

1. The concept suggested by Dunlop is very static,
2. The concept is unable to explain the process that takes place to bring changes in industrial relation,
3. Dunlop gave this concept a simple treatment,
4. The concept suggested by Dunlop is highly deterministic,
5. This concept does not admire its members for making the strategic choices.

Limitations of Dunlop's System Model

- **The Presence of other Actors of IR is Neglected** - Dunlop's model includes only management, employees, and government as actors.
It overlooks emerging stakeholders like consumers, society, and NGOs who influence labour practices. Hence, the model fails to represent the modern, interconnected industrial environment.
- **Focus is on Role not on People** - The model stresses formal roles and structures rather than individuals.
It ignores behavioural factors such as motivation, attitude, and interpersonal relations. Since IR is driven by human behaviour, this makes the model less realistic.
- **Stability of IR system is Over Emphasized** - Dunlop highlights system stability and balance, assuming IR remains constant.
In reality, technological and social changes make IR dynamic and evolving. The model cannot effectively explain how organisations adapt to such changes.
- **Strategic Choices made by Actors are Neglected** - The model assumes actors' behaviour is determined by environment and roles.
It fails to acknowledge the strategic and proactive decisions made by managers, unions, and governments.

System Model of IR –The Pluralist Theory of Flanders/ Oxford Model

- Pluralist Theory of Flanders (1970) - This theory is also known as Oxford Model. According to Flanders, conflict is inherent in an industrial system. Collective bargaining is central to the industrial relation system.
- According collective to him, bargaining is central to the industrial relations system. The rules of the system are viewed as being determined through the rule making process of collective bargaining, which is regarded as a political institution involving a power relationship between employers and employees.
- The oxford approach can be expressed in the form of an equation:

$$r = f(b) \text{ or } r = f(c)$$

Where

r = rules governing industrial relations.

b = collective bargaining.

C = conflict resolved through collective bargaining.

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- The Oxford approach can be criticized on the ground that it is too narrow to provide a comprehensive framework for analyzing industrial relations problems.
- It overemphasizes the significance of the political process of collective bargaining and gives insufficient weight to the role of deeper influences in the determination of rules.
- Institutional and power factors are viewed as of paramount importance, while variables such as technology, market status of the parties and ideology are not given any importance. This narrowness of approach constitutes a severe limitation.

System Model of IR – The Structural Contradictions Theory of Hyman

1. Marxian Foundation –

- Hyman's theory is rooted in Marxian analysis of industrial relations and trade unionism.
- It views industrial relations as shaped by the conflict between labour and capital in a capitalist economy.

2. Two Approaches within Marxian Thought

- a. Pessimistic Approach (Lenin, Marx & Engels):
 - Believes trade unions alone cannot bring social change.
 - The working class must unite with intellectuals to challenge capitalism and create a new social order.
- b. Optimistic Approach (Hyman's View):
 - Sees the working class as capable of fighting against capitalist exploitation.
 - Trade unions not only protect wages but also lead the class struggle toward a classless society.

3. Nature of Trade Unions (According to Hyman)

- Trade unions represent workers' response to deprivation and inequality within capitalism.
- Conflict and opposition are inherent and inseparable from union activity.
- Industrial relations must be understood in terms of power struggles within the political and economic system.

4. Core Idea

- Industrial relations are not merely systems of rules but are deeply embedded in the power dynamics, conflicts, and inequalities of capitalist society.
- Understanding IR requires studying the political economy, not just organisational structures.

5. Critique of Other Approaches - Hyman criticized previous models like Dunlop's Systems Model and Flanders' Pluralist Approach for being too narrow.

i) Criticism of Dunlop's Model:

- Focuses on rule-making and stability, ignoring socio-economic inequalities.
- Treats industrial relations as a system of rules to control or contain conflict.
- Does not question the power structures or capitalist inequalities that create industrial tensions.

ii) Criticism of Flanders' Pluralist Approach:

- Overemphasizes institutions and job regulation.
- Views industrial relations mainly as rule formulation and enforcement (through laws, agreements, conventions).
- Ignores the real human actors, power imbalances, and social conflicts at the core of industrial relations.

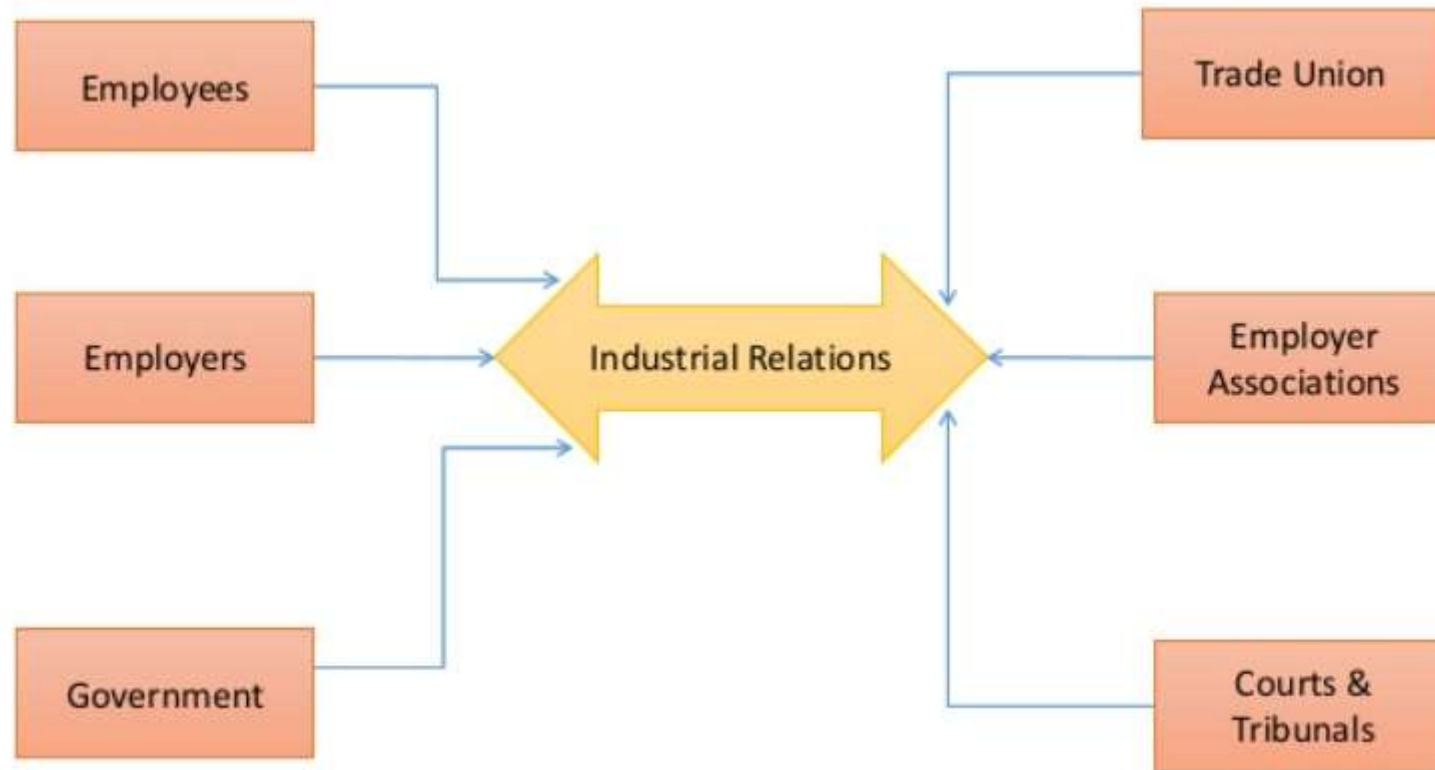
6. Key Limitations Highlighted by Hyman

- i) Neglect of Power Structures** - Existing theories ignore the broader political, economic, and technological power structures that shape labour relations.
- ii) Overemphasis on Institutions** - Focus on formal systems and rules overlooks the real people (workers and employers) who create and experience industrial relations.
- iii) Concealment of Conflict** - The idea of regulation hides the central role of conflict, power, and instability in industrial relations processes.

Managing IR Changes

1. **Change in Management Policies** - Management has adopted modern human relations and HRM policies, focusing on employee welfare, motivation, and participative decision-making.
2. **Formation of Employer Associations** - Employers have formed strong associations to tackle labour issues effectively and remain competitive in the global market.
3. **Global Linkages and Reforms** - Increased linkages with international business and labour organisations (like ILO and WTO). Encourages updating commercial and labour laws and improving workers' conditions to meet global standards.
4. **Emergence of New Industry Bodies** - ASSOCHAM has emerged as a strong body alongside CII (Confederation of Indian Industry) to promote better industrial practices.
5. **Shift from Nationalization to Privatization** - Earlier focus on public sector and socialist models has now shifted toward privatization and global competitiveness.

Participants/Actors of IR Activities



Factors Influencing IR

1. Economic Factors

- Wage levels, cost of living, productivity, and employment opportunities directly influence IR.
- Inflation, economic slowdown, or recession can lead to wage disputes and unrest.
- A stable economy encourages peaceful and cooperative industrial relations.

2. Technological Factors

- Rapid technological changes affect job design, skill requirements, and job security.
- Introduction of automation or AI may create fear of job loss, leading to resistance from workers.
- Continuous training and reskilling help maintain positive relations during technological transitions.

3. Political Factors

- Political parties and their ideologies often influence trade unions and labour policies.
- Government intervention through labour laws, reforms, and industrial policies can affect the IR climate.
- Political stability generally leads to better industrial peace.

4. Social and Cultural Factors

- Social values, traditions, and cultural attitudes toward work and authority shape IR behaviour.
- Growing awareness about equality, gender inclusion, and social justice impacts workplace relations.
- Industrial harmony depends on respecting diversity and social ethics.

5. Legal Factors

- Labour laws, rules, and regulations play a major role in defining workers' rights and employer obligations.
- Examples: The Industrial Disputes Act, Factories Act, and Trade Unions Act.
- Proper enforcement of laws helps in preventing disputes and ensuring fair practices.

6. Organizational Factors

- Leadership style, communication pattern, and management philosophy influence the IR climate.
- Organisations with participative and transparent management enjoy better relations with employees.
- Fair HR policies and grievance-handling mechanisms promote trust and cooperation.

7. Psychological Factors

- Employee attitude, motivation, morale, and job satisfaction directly affect IR.
- Mutual trust and understanding between management and employees reduce conflicts.
- Positive workplace culture fosters team spirit and loyalty.

8. Global and Environmental Factors

- Globalization, privatization, and liberalization (LPG) have exposed industries to international competition.
- Changes in international labour standards and global supply chains also impact domestic IR.
- Environmental concerns and sustainability goals now influence organisational decisions and employee relations.

Recent trends in IR

1. Rise of Technology and Automation –

- Increased use of AI, robotics, and automation in workplaces.
- New challenges in job displacement and the need for reskilling workers.
- Growth of remote and hybrid work models.

2. Gig and Platform Economy –

- Shift towards freelance, contract, and gig work.
- Reduced job security and traditional benefits for workers.
- Demand for new policies to protect gig workers.

3. Focus on Employee Well-being –

- Greater emphasis on mental health, work-life balance, and wellness programs.
- Employers adopting flexible work hours and better support systems.

4. Decentralization of Workplaces –

- Growth in remote working and virtual teams.
- New challenges in managing industrial relations without physical office spaces.

5. Strengthening of Labor Rights –

- Efforts to ensure fair wages, equal opportunities, and better working conditions.
- Increased union activities in some industries to secure worker rights.

6. Diversity and Inclusion –

- Focus on creating equitable workplaces with diverse representation.
- Initiatives to reduce gender pay gaps and address discrimination.

7. Sustainability and Green Practices –

- Businesses adopting environmentally sustainable practices.
- Employee and union involvement in supporting green policies.

8. Digital Tools for Conflict Resolution –

- Use of digital platforms for grievance handling and collective bargaining.
- Increased transparency through tools like employee feedback apps.

9. Government Policy Changes -

- New labor laws and regulations addressing modern workforce issues.
- Stricter enforcement of compliance and worker protection measures.

10. Focus on Skills Development –

- Emphasis on upskilling and reskilling workers to adapt to technological changes.
- Collaborative training programs between employers, governments, and unions.

Problems of Industrial Workers in Industrial Relations

1. Low Wages and Income Inequality

- Many workers receive wages that do not match their efforts or rising living costs.
- Wage disparities between skilled and unskilled workers cause dissatisfaction.

2. Poor Working Conditions

- Workers often face unsafe, unhygienic, or uncomfortable environments.
- Lack of proper ventilation, lighting, sanitation, and safety measures affects health and morale.

3. Job Insecurity

- Frequent layoffs, contract employment, and automation increase fear of losing jobs.
- Insecurity reduces commitment and productivity.

- **4. Lack of Welfare Facilities**

- Insufficient housing, healthcare, canteen, and recreational facilities lower worker satisfaction.
- Poor welfare standards lead to absenteeism and high turnover.

- **5. Limited Opportunities for Growth**

- Industrial workers often face few promotion or training opportunities.
- Lack of career development affects motivation and morale.

- **6. Poor Industrial Relations and Communication Gaps**

- Lack of communication and trust between management and workers causes misunderstandings.
- Workers' grievances may be ignored, leading to strikes or conflicts.

7. Absence of Strong Trade Union Support

- Weak or politically influenced unions fail to represent workers effectively.
- This limits their ability to negotiate fair wages or better conditions.

8. Exploitation and Long Working Hours

- Some industries still practice overworking, low pay, and poor labour practices.
- Workers may not receive proper compensation for overtime or extra effort.

9. Technological and Organizational Changes

- New technologies may replace manual labour, creating skill mismatches.
- Older workers often struggle to adapt to new systems.

10. Psychological and Social Stress

- Work pressure, lack of recognition, and imbalance between work and life cause mental strain.
- This impacts overall productivity and well-being.

Contemporary Issues in Employee Relations

• 1. Technological Advancements & Automation

- Increased use of AI, robotics, and automation has changed job structures and skills needed.
- Leads to job insecurity and fear of redundancy among employees.
- HR must focus on reskilling and upskilling to maintain employability.

2. Hybrid & Remote Work Challenges

- Post-pandemic work culture emphasizes flexible work arrangements.
- Creates issues related to communication, engagement, performance monitoring, and team cohesion.
- Need for new HR policies to ensure fair treatment and inclusion of remote workers.

- **3. Mental Health & Well-being**

- Rising stress levels, burnout, and work–life imbalance affect productivity.
- Organizations now prioritize employee wellness programs, counselling, and psychological safety.

- **4. Decline of Traditional Trade Unions**

- Shift from collective bargaining to individualized employment relationships.
- Knowledge workers and gig employees often remain outside formal union structures.

- **5. Gig Economy & Contractual Employment**

- Growth of freelance, gig, and platform-based jobs (e.g., delivery, app-based services).
- Raises concerns over job security, benefits, and social protection.

6. Diversity, Equity, and Inclusion (DEI)

- Increasing emphasis on gender equality, inclusion of marginalized groups, and non-discrimination.
- Employers must create inclusive policies and bias-free workplaces.

7. Ethical and Legal Challenges

- Concerns over data privacy, digital surveillance, and ethical use of employee data.
- Need for transparency and adherence to labour laws and ethical norms.

8. Changing Employee Expectations

- Modern employees seek purpose, recognition, and work-life balance, not just pay.
- Employers must build trust, transparency, and participative cultures.