

CHALLENGES & ISSUES FACED BY MANAGEMENT WITH REFERENCE TO INDUSTRIAL RELATION

Dr. Sumathi Gopal*

ABSTRACT

Industrial relations are a multidisciplinary field that studies the labor relations in a unionized environment. In this paper the term "Industrial relations" is increasingly being called employment relations or employee relations (ER) so as to bring in the importance of employee relations in the industrial or unionized environment. Employees are the sources of success to a management. Selection of right employees is integral part of a management & success of an organization. The organization also wants quality people. The greatest challenge before every organization is to recruit right people in right department & level. HR/ ER is very important factors for the success of an organization. The main purpose of this study is to observe the industrial relation operation and satisfaction level of the employees, to observe the different welfare schemes provided by the industry.. The focus of this paper is to analyze the problem and prospect of the industrial relation in an undertaking. This paper suggests a professional approach on modern day IR practices and concludes that healthy industrial relation in an enterprise generates attitudes which stabilize democratic institutions.

Keywords : Challenges of Industrial Relations, Effectiveness of Industrial Relations, Industrial Relations Environment, Economic Development, Industrial Democracy

Introduction

Human being are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations and carry forward national development. The public sector enterprises which play a dominant role in the industrial economy of India industrial relations have special significance for sustained economic development and growth. The present study is carried out with the purpose to explore the industrial relation problem in the coal industry. Industrial relations are the relationship between management and employees or among employees and their organization. Industrial relation deal with either the relationships between the state and the employers and the workers organization or the relation between the occupational organizations themselves. The term Industrial Relations refers to relationship between Management and Labor or among Employees and their organizations that characterize or grow out of

employment. Both parties need to work in a spirit of cooperation, adjustment and accommodation. In their own mutual interest certain rules for co-existence are formed and adhered to. Over the years, the State has also come to play a major role in Industrial Relations one, as and initiator of policies and the other, as an employer by setting up an extremely large public sector.

Concepts of IR

The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship. Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such

*Assistant Professor - NCRD's Sterling College of Arts, Commerce & Science, Nerul, Navi Mumbai

interactions are mediated.

The main aspects of Industrial Relations are as follows –

- Labour Relations, i.e. relations between union and management.
- Employer-employees relations, i.e. relations between management and employees.
- Group relations, i.e. relations between various groups of workmen.
- Community or Public relations, i.e. relations between industry and society.
- Promotions and development of healthy labour management relations.
- Maintenance of industrial peace and avoidance of industrial strife.
- Development of true industrial democracy.

Review of Literature

1. **Prasad, (2001)** in their study of Andhra Pradesh state found that in running any PSU efficiently the management has look into the various welfare aspect of its employees.
2. **Jacob, (2002)** has also studied that industrial relation is an important area of practice in which there is an integration of people into the work situation in a way that motivates them to work together to enhance productively, cooperatively and with economic, psychological and social satisfaction.
3. **Mandal, (2009)** has focused light on alarming agenda of the occupational health situation in India.
4. **India's National Commission for Enterprises in the Unorganized Sector (2007)**, in their survey has published over 92% of India's labour force was employed in the informal economy in 2007, and this number has been consistently increasing. This implies that more than 92% of the Indian labour force is exposed to job and income insecurity, exploitation, violation of rights and absence of effective legal protection. The construction industry is the single biggest non-agricultural industry in the capitalist world. Construction workers are, however, treated largely as second-

class citizens, deprived of means to protect their dignity.

5. **Nibedita Nanda & Jaya Panda (2013)** In order to understand the issues and problems associated with industrial relations, it is desirable to study its various evolutionary phases. Practically speaking, the growth of industrial relations in India is in no way different from that of other parts of the globe.
6. Industrial relations progressed from primitive stage to factory or industrial capitalism stage.
7. **Towalski (2004)** Industrial relations in the Polish construction industry are marked by relatively weak social partner organizations, a lack of sectoral collective bargaining and a generally ineffective social dialogue, which is further impaired by the deteriorating economic situation of the industry. This article reviews the situation in 2004, drawing on recent research.

Objective of the study.

1. To observe the working conditions of the employees.
2. To observe the satisfaction level of the employees in an organization
3. To observe the different welfare schemes provided to the employees.
4. To observe the grievance handling procedure inside the organization.
5. To know about the problem of industrial PSU.
6. To suggest some measures to obtain industrial peace and harmony

Research Methodology

Primary Data : Structured close ended questionnaire was prepared. The study is used as a sample survey for conducting research. The data was collected & systematically analyzed. The research design was well designed to fit the data collection & analysis. The main purpose of study & analysis is for investigation & finding the solution to the problem. To ensure the accuracy of the primary data collection used is the structured close ended Questionnaire method.

Secondary Data : Secondary data is collected from various news articles, books and magazines were used .The required data for the present study has been

collected from different websites also.

different level of employees

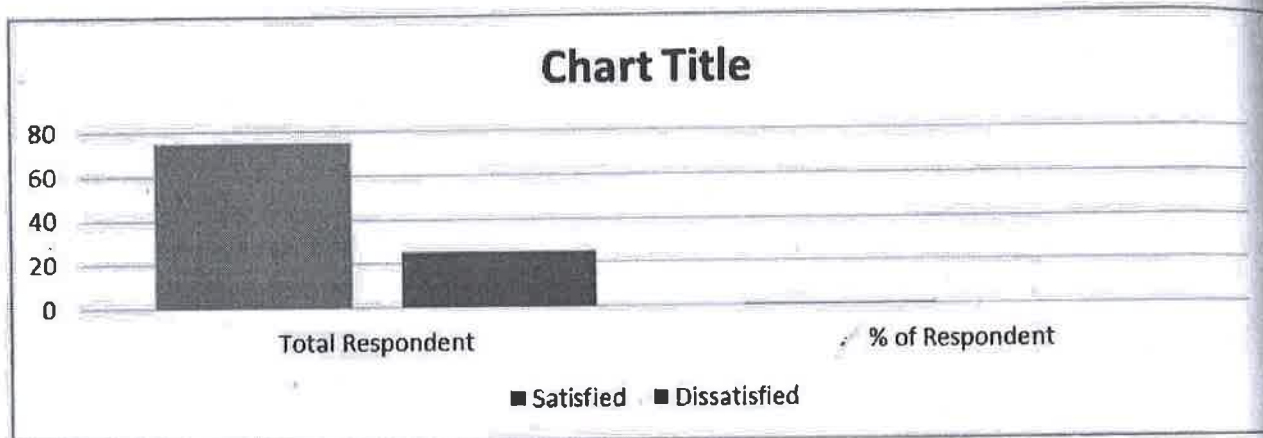
Sample Size : 100 Respondents form various sectors &

Analysis of the Data Collection

1) Awareness & Satisfaction of welfare schemes provided by establishment

Employees Rating	Total Respondent	% of Respondent
Satisfied	75	75%
Dissatisfied	25	25%

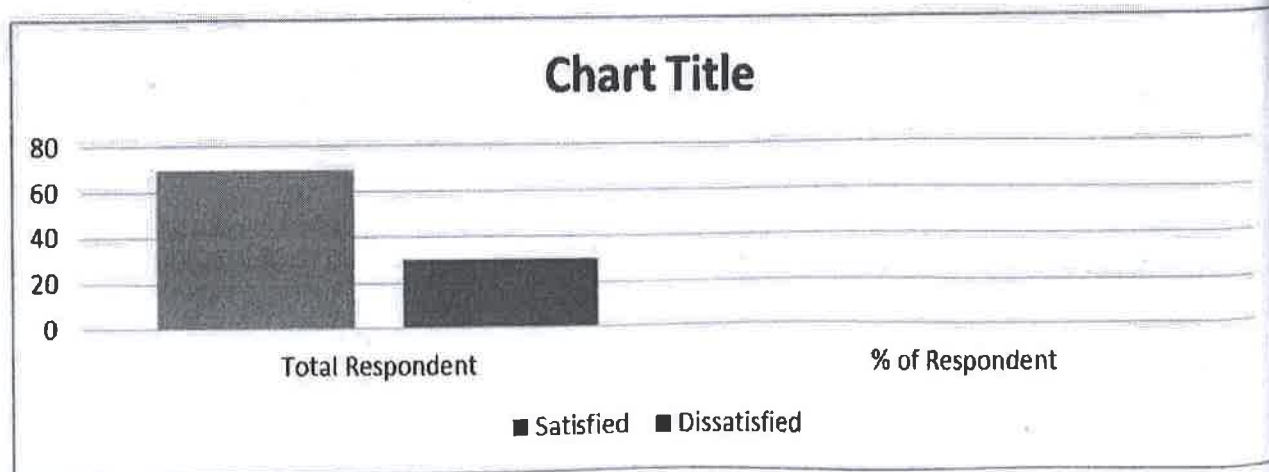
Interpretations & Findings : 75% of the respondents were aware & satisfied of the welfare schemes provided by the employer & remaining 25% were floor level employees who were not aware of the schemes & on explaining the schemes that can be legitimately available to them they opined they are dissatisfied



2) The wages and incentives provided by employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	70	70%
Dissatisfied	30	30%

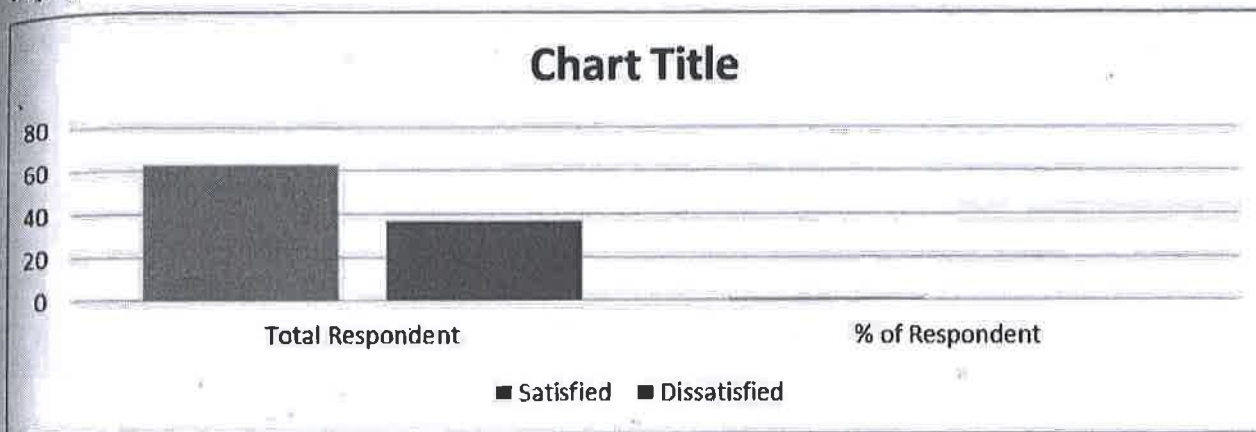
Interpretations & Findings : 70% of the respondents are satisfied with the incentives provided by the employer & remaining 30% were dissatisfied and opined that there is no proper HR policy



3) Provision of canteen at your workplace provided by employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	63	63%
Dissatisfied	37	37%

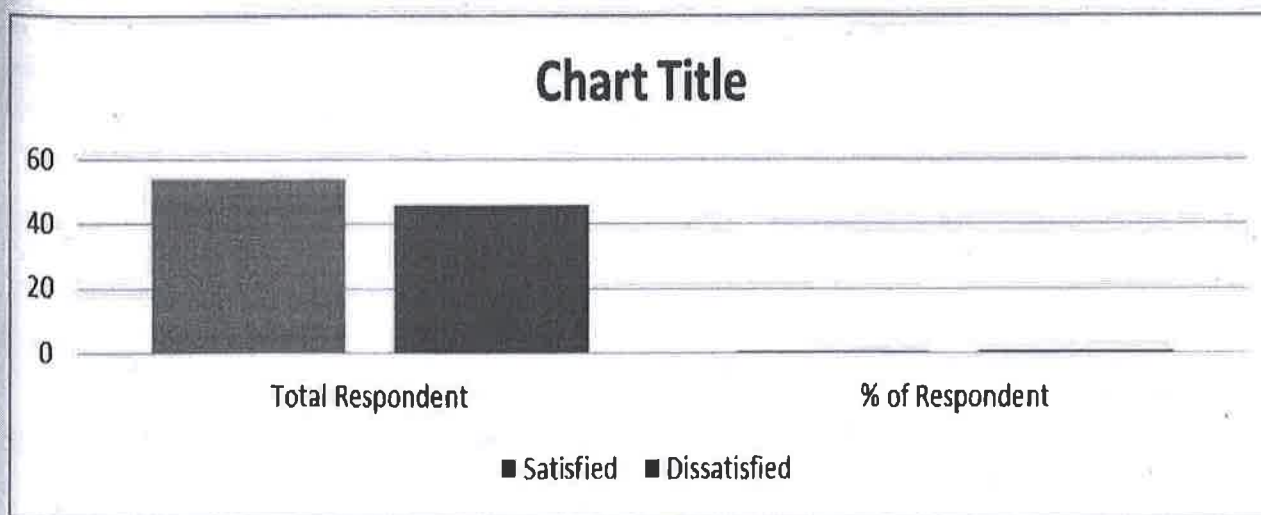
Interpretations & Findings : 63% of the respondents are satisfied with the canteen facilities provided by the employer & remaining 37% were dissatisfied and opined that seating arrangements, cleanliness & quality is not satisfactory



4) Drinking Water facility provided by the employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	54	54%
Dissatisfied	46	46%

Interpretations & Findings : 54% of the respondents are satisfied with the drinking water facilities provided by the employer & remaining 46% were dissatisfied and opined that as per the requirement of law when there are 250 workers or more they should be provided cooler facilities. But some employer does not provide cooler facilities & only drinking water facilities are provided. Few employees were narrating that they were dissatisfied because cool water facilities were not provided in all floors. Provided only in strategic place.



5) Medical Facilities provided by the employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	51	51%
Dissatisfied	49	49%

Interpretations & Findings : 51% of the respondents are satisfied with the medical facilities provided by the employer & remaining 49% were dissatisfied. On personal discussion with dissatisfied employees they

were not covered under ESI even though they were drawing salary less than Rupees 21000/-. Infact if such employees are covered not only the employees will be provided with the facilities but also their family members & dependents can be covered.

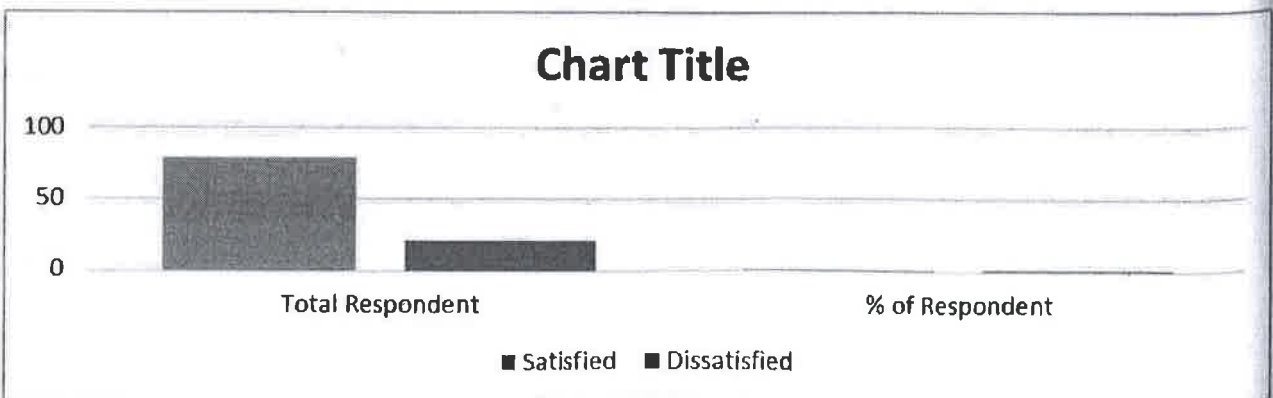


6) Retirement & Gratuity benefits provided by employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	79	79%
Dissatisfied	21	21%

Interpretations & Findings : 79% of the respondents are satisfied with the retirement benefits provided by the employer & remaining 21% were dissatisfied. On personal discussion with dissatisfied employees they

were not covered under EPF as they were unskilled & unorganized sector. Even when they retire after continuous working years more than five years still no gratuity is paid to them. The employees are exploited due to their illiteracy & ignorance.



Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.



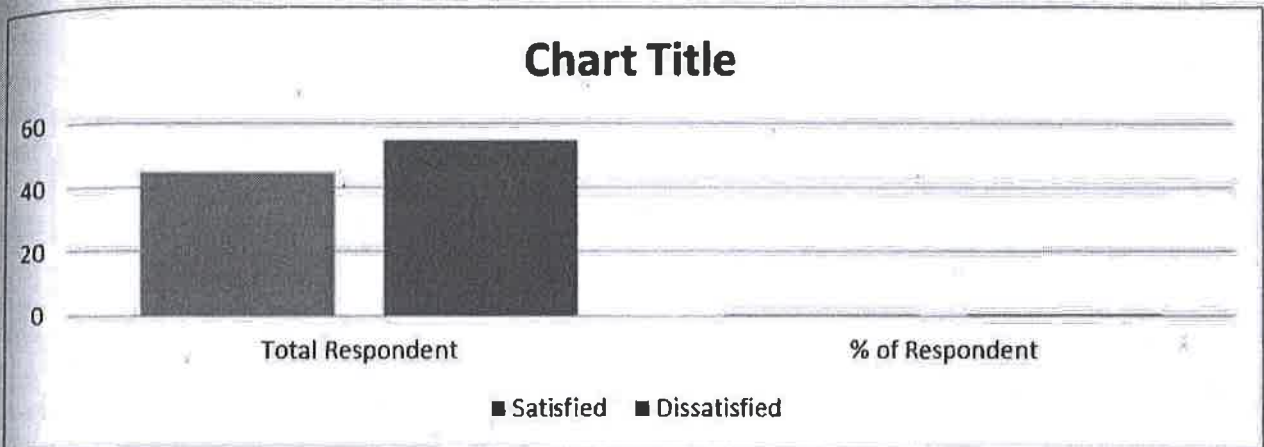
Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400 706

7) Recreation facilities provided by employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	45	45%
Dissatisfied	55	55%

Interpretations & Findings : 45% of the respondents are satisfied with the recreational facilities provided by

the employer & remaining 55% were dissatisfied. They are not provided with any indoor or outdoor games or no picnic is organized by the employer.

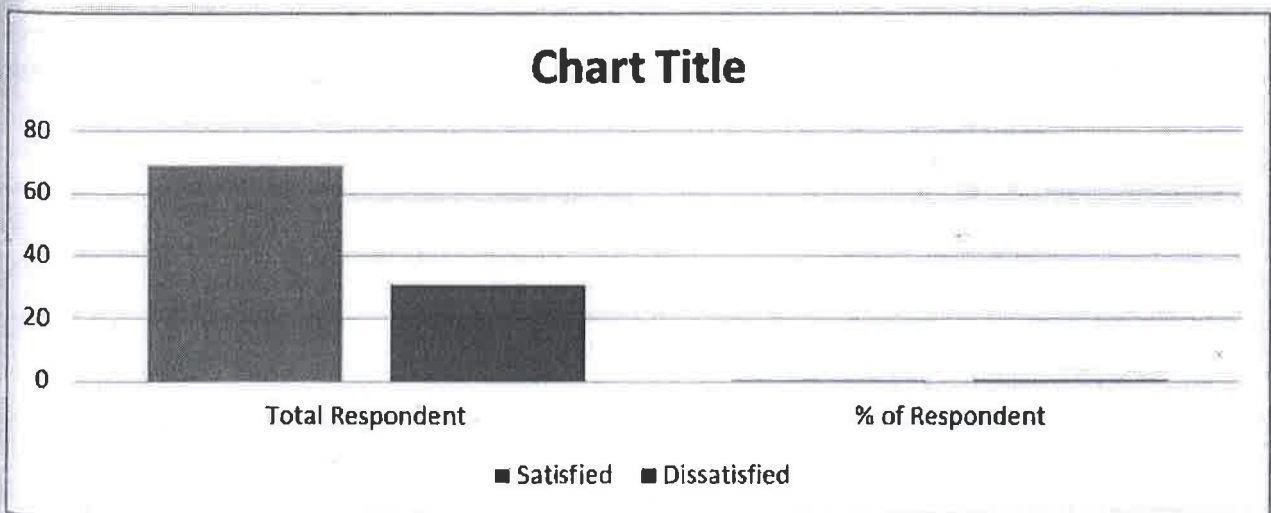


8) Transport/conveyance facilities provided by the employer

Employees Rating	Total Respondent	% of Respondent
Satisfied	69	69%
Dissatisfied	31	31%

Interpretations & Findings : 69% of the respondents are satisfied with the transport or conveyance facilities provided by the employer & remaining 31% were dissatisfied. There is no pick & drop facilities & even

with less salary all the conveyance are borne by the employees. Even during monsoon if the employees are reaching the work place late their wages or salary is deducted. No facilities are provided. Such behaviour or policy demotivates the employees.

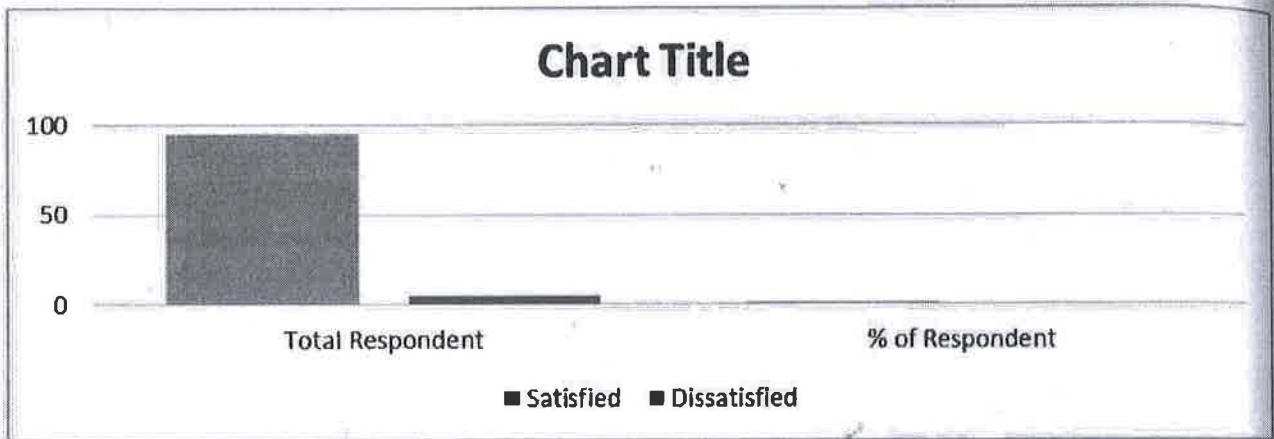


9) Grievance handling procedure in an organization

Employees Rating	Total Respondent	% of Respondent
Satisfied	95	95%
Dissatisfied	05	05%

Interpretations & Findings : 95% of the respondents are satisfied with the grievance handling procedure followed in an organization & remaining 05% were dissatisfied. The employees opined that when there was harassment they complaint to the officer in charge & the

person was related to the top management authorities & neither show cause notice was issued nor any inquiry was conducted as per law. They had to take the help of the labour court.

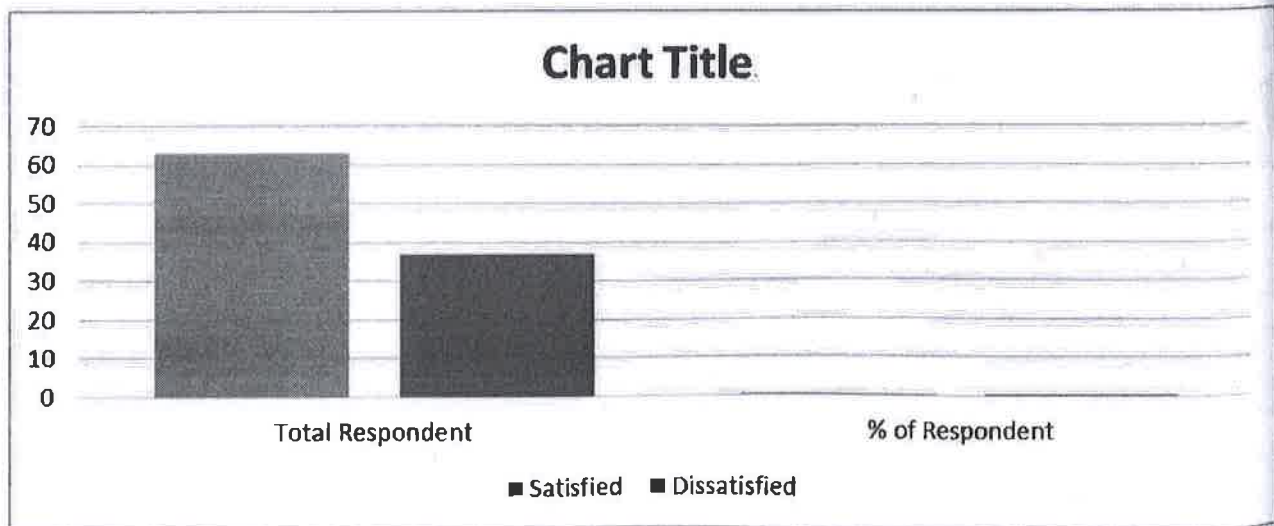


10) Are you satisfied with the Working Condition in your organization

Employees Rating	Total Respondent	% of Respondent
Satisfied	63	63%
Dissatisfied	37	37%

Interpretations & Findings : 63% of the respondents are satisfied with working conditions & 37% are

dissatisfied with the working conditions.



CAUSES OF POOR INDUSTRIAL RELATIONS

1. **Economic causes :** Often poor wages and poor working conditions are the main causes for unhealthy relations between management and labour. Unauthorized deductions from wages, lack of fringe benefits, absence of promotion opportunities, faulty incentive schemes are other economic causes. Other causes for Industrial conflicts are inadequate infrastructure, worn-out plant and machinery, poor layout, unsatisfactory maintenance etc.
2. **Psychological causes :** Lack of job security, non-recognition of merit and performance, poor interpersonal relations are the psychological reasons for unsatisfactory employer-employee relations.

Conclusions

Good industrial relations are the basis of higher production with minimum cost and higher profits. Good industrial relations reduce the industrial disputes. Therefore, it is in the interest of all to create and maintain good relations between labourer and management. Thus industrial relation measures followed should be given prime emphasis which may lead to an effective relationship between management and employees. An effective industrial relation results in the increase of the productivity of the organization. Better relationship between the employee and employer is very essential for successful running of any organization. Management & recognized trade union must help in restoring the trust relation between the two. Management must also be more committed to provide all the facilities as per the Government rules & prescribed Act. Inclusion of technology may only aggravate the problem by creating more unemployment in the market

References :

1. A.S.Mathur, ' Labour Policy and Industrial Relations in India', Ram Prasad and Sons, Agra, 1958

2. C.B.Kumar, 'Development of Industrial Relations in India', Orient Longman and Co., Bombay, 1961.
3. M.K.Singh, Industrial Relations in Maharashtra', The Indian Journal of society work, Vol. XLIV(1), April, 1983
4. N. Kumar, R. Mittal, Personnel management and Industrial Relations' first edition 2001
5. R Ram Reddy, ' Industrial relations in India', K.M.Mittal for Mittal Publications, 1990
6. Bhattacharjee D. (1999). "Industrial Relation in associated cement companies: A case study of Sindri unit in B.H.U, Vanarasi
7. Kumari pallavi. (2013). "problem and prospects of industrial relation in coal industry". journal of multidisciplinary research, vol.2
8. Mandal Kr.Ashish.(2009). "Strategies and Policies deteriorating Occupational health situation in India".
9. Nibedita Nanda, & Jaya Panda, International Journal of Marketing, Financial Services & Management Research, ISSN 2277- 3622 Vol.2, No. 6, June (2013)
10. Dwivedi Preeti, I.J.E.M.S., ISSN 2229-600X , VOL.6(3)2015: 105 – 113

Webliography

1. <http://www.citehr.com/77589-causes-poor-industrialrelations.html> <http://coal.nic.in>
2. https://en.wikipedia.org/wiki/Economy_of_India
3. <http://kilm.ilo.org/manuscript/kilm17.asp>
4. <http://www.bloomberg.com/news/2012-07-31/maruti-violence-may-signal-broader-india-labor-time-bomb.html>
5. http://www.deloitte.com/assets/Dcom-India/Local%20Assets/Documents/Thoughtware/Compensation_Trends_Survey_2012.pdf
6. <http://blogs.wsj.com/indiarealtime/2012/07/20/automotive-relations-a-history-of-violence/>
7. <https://www.globalreporting.org/resource/library/G3.1-Guidelines-Incl-Technical-Protocol.pdf>

