

The Study of the Impact of Industrial Relations on Quality of Work Life of the Work Force in the Public Sector Manufacturing Industries (PSUs)

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Key Words:

1. Industrial Relations
2. Manufacturing Industries
3. Work Force
4. Quality of Work life
5. Performance
6. Productivity

Abstract

In our country the Manufacturing Industrial sector is the backbone of our Indian Economy. Since ours is an under-developing country, the manufacturing sector is largely segregated to an organised and un-organised sectors. Where it covers from Hi-Tech Public Sector or Private Sector Industries till a cottage or village industries where they manufacture Crackers and Beedies. Today, both the organised and un-organised sectors of manufacturing industries lacks in sustaining better industrial relations between the workforce and the management. But the fact remains that all the Industrial sector especially the manufacturing concerns are made out of only Men and Machinery. Comparatively there is lot being done to update the machinery including its upgrading to the latest technology, R & D, usage of Information Technology, Automation etc., as for as the machineries are concerned in the manufacturing industries.

But it is very unfortunate, that for the up-gradation or updating of skills, for motivating the employees and for providing better working and living conditions to the workforce, the establishments of the managements are not much concerned both in organised and un-organised sectors. This study derives that there is a need in the manufacturing industries to extend both the better working and living conditions to its workforce, for the better industrial relations to extract qualitative and productive outputs.

INTRODUCTION

Introduction: The shortest and the powerful way to decrease any resistance of the workforce to deliver or perform, especially in the manufacturing industries is the "better Industrial Relations". It might be by the way of motivation with perks and incentives or even by the participation by the Qualitative Management and Leadership. The Quality of work life of the employees in the manufacturing industries does have much and greater impact on the quality and the productivity. In this context, the Quality of work life starts from the better and safety working conditions at the work place and ending till the better living conditions of the workforce. The Industrial Relations especially in the manufacturing industries is very essential and necessary to align various parameters like performance, participation, Quality, Production, Inter-personnel Relations, Collective Bargaining etc.,

And the better Quality of Life is a concept to create an realm or an environment to an employee where his activities, working standards, living standards, protection of professional and industrial hazards are fully taken care of by

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his establishment, so that one can perform or participate to his full extent which, ultimately enhances the quality and productivity especially in the manufacturing sector. Therefore, this study will focus and concentrate on the captioned issue to study, find, suggest and conclude the said issue. I have Interviewed 10 each randomly selected employee for primary data from 10 Government enterprises, 15 Public Sector Units and 25 Private Sector organisations for the research study. And each Industry there are 10 respondents randomly selected with skill, grade, age, scale and sex variations.

OBJECTIVES OF THE STUDY

To Understand the Quality of Work Life in the Public Sector manufacturing industries (PSUs)

To Derive the Impact of the Industrial Relations on the Work Life in PSUs

Data Description and empirical analysis

The primary objective of the study is to understand the Quality of Work Life in the manufacturing industries and to derive the Impact of the Industrial Relations on the Work Life. An empirical (survey method) research was carried out by taking 500 respondents with 100 samples from government sector, 150 samples from public sector and 250 from private sector. The dependent variable namely the employee development is measured through six components

The above independent variables are used in the Statements in the Questionnaire and principal component analysis technique was applied. Based on factor loadings four components namely Trade Unions, Labour Management, Production & Organisational Design, Job Design, Employee Development and External Links were derived.

Next, null hypothesis of no significant impact of the Industrial Relations on the Quality of Work Life identified by the Employee Development as against the alternative hypothesis of significance is tested. ANOVA methodology is applied to test the hypothesis and the result is provided in Table-1. Accordingly, as the p-value calculated is 0.00 and is lesser than the specified level of significance (0.05), the null hypothesis is rejected. Hence, the conclusion is drawn that there is a significant impact of the Industrial Relations on the Quality of Work Life identified by the Employee Development.

Furthermore, a similar test of hypothesis of no significant impact of the Industrial Relations on other components of the Quality of Work Life such as Trade Unions, Labour Management, Production & Organisational Design, Job Design, Employee Development and External Links identified as against the alternative hypothesis of significance is tested using ANOVA. The results are depicted in Table-2. Accordingly, as p-values of all the components are lesser than the specified level of significance (0.05), the null hypothesis is rejected and the conclusion is drawn that the impact of IR on other components of Quality of Work Life is significant.

Further, the correlation studies are conducted to know whether these factors have any association between them. The correlation coefficients between the factors using Pearson's method are all found to be very low degree of positive association to the extent of 0.0161. This proves further the fact that if Organisations increase their efforts in

improving the Industrial Relations from within, the Quality of Work Life of the employees in the organisations will also increase though not significantly to a greater extent from the existing standards of life.

Theoretical Background of the Study:

The term Industrial Relation in any organisation is the strong and highest level of mutual understanding and good will among all sections of the employees in the industry. Let there be full protection and safeguarding of all the interests of the labour or workers in any said industry, which is not that vital, but the existence of a Trade Union or Association is the need of today. For better representation, bargaining power, negotiations and bilateral settlements, there should be mutual industrial relations in every organisation, which would fine-tune the relations between the working force and the management. But today the Industrial Relations and the Human Resources Management has undergone extraordinary changes in the recent generations. In future days to come, there would be many more changes, which carries many risks in the industrial relations.

There would be working from home culture, technical advancements to work off site, Dual-Career couples who are scared of both mobility and termination by the management, social movements like women's movements, human rights movements, discouragement of worker's participation even in trade union activities which are the forecast demerits as for as industrial relations is concerned.

But today, the Human Resources Management and the Industrial Relations have become more important with better power for both negotiating and bargaining. There are many insurance plans, compensation plans, better working conditions are being negotiated and settled between the work force and the management in many of

Table 1: ANOVA between Industrial Relations & Quality of Work life

		Sum of Squares	df	Mean Square	p-value
Employee Development	Between Groups	499	482	1.0353	0.0000
	Within Groups	0	17	0.0000	
	Total	499	499		

Table 2: ANOVA of components of Quality fo work life and Industrial Relations						
Components		Sum of Squares	df	Mean Square	F	p-values
Trade Unions	Between Groups	499	482	1.0353		
	Within Groups	0	17	0.0000		
	Total	499	499			
Labour Management	Between Groups	499	482	1.0353	1.71E+34	0.0000
	Within Groups	0	17	0.0000		
	Total	499	499			
Production & Organisational Design	Between Groups	499	482	1.0353		
	Within Groups	0	17	0.0000		
	Total	499	499			
Job Design	Between Groups	499	482	1.0353	1.71E+34	0.0000
	Within Groups	0	17	0.0000		
	Total	499	499			
Employee Development	Between Groups	499	482	1.0353	6.86E+34	0.0000
	Within Groups	0	17	0.0000		
	Total	499	499			
External Links	Between Groups	499	482	1.0353	2.14E+33	0.0000
	Within Groups	0	17	0.0000		
	Total	499	499			

the industries. But still there are many industries especially in Karnataka and more focused on Bangalore, which does not have either trade union activities or a common platform to settle any industrial disputes or to either represent or negotiate any cases.

As some of the enterprises are from overseas, some are sick because of industrial recession some does not promote trade union activities, which is a considerable de-merit as for as the industrial relations is concerned. Some of the industries the workers are warned against formation of any trade unions, some have threat of either removal or termination if they participate, and hi-tech industries, which have recently started, many are being from overseas, the

trend is not in favour of either trade unions or industrial relations which is leading towards the declining of trade unions.

Quality of work life is a concept to create an realm or an environment to an employee where his activities, living standards, protection of professional and industrial hazards, motivating and rewarding an employee for the achievement by implementing the policies and procedures which provides him recognition for the better work, freedom to participate to put his 100% every time, more autonomy for freedom to work, belongingness for being a part of the company, progress and development for incentives and motivation for new accomplishments and

challenges and identity and rewards for better performance and punctuality. All these segments of quality of work would rule employee's performance and productivity.

The major components ruling the quality of work life are -

- Productivity
- Readiness for Change
- Retention of Change Management
- Better working and living conditions of an employee

Productivity

The productivity comprises of four constituents like firstly, the capital investment, which is the plant and machinery, working capital of an organisation for healthy financial conditions and improvement of efficiency. Secondly, Innovation [R & D] for creativity, value addition for the organisation, Thirdly, the Learning process for better training and updation of technology and skills of the employees in an organisation for meeting external challenges and competence and lastly the motivation to recognise and reward an employee for his better achievement and productivity in any organisation.

Readiness for Change

The change is a process both in personal life and in an organisation, change human beings, change of plant & machinery, change of technology, change in production etc., many organisation in the world today are facing this issue. Some of them are truly not able to adopt or accept the change for ex: HMT, ITI, NGEF etc. There are fear and resistance faced by the managements in the organisations by its employees and unions for the change.

The change management is subtle like automation, usage of Information Technology in production, Change of Human Resources, Up gradation or change of plant and machinery for meeting the new challenges but there is a fear associated with job security, rejection in updating or learning new technologies among the employees. However, it is inevitable and no other go conditions for the industry to go for the change for meeting the challenges and the competence in the market for its sustenance.

Retention of Change Management

The Change management is a process, which would change any parameters of an organisation from men to material, plant to technology for meeting the challenges and competence in the market. But once the employees and the management bilaterally agrees for the change, then its retention is also equally important. The retention of the change management is nothing but it is the blended

continuous effort by both the management and the employees to adopt the new assignment for a longer period keeping future perspective of the organisation with a clear vision about the change. The management equally should train and update its employees from attitude to skills and motivate them and boost their morality for them to accustom to the new environment and for retention of change management.

Better Working and Living Conditions of Employees

The better working and living conditions of employees refers to their standard of living in both working and living places. At working places, it starts from orientation, training, motivation, safety & security measures, medical aids to enhance the productivity and morality of the employees. Better inter-personal relation, support and guidance from seniors to the management, better job designing, work scheduling and motivation, performance appraisals and rewards, presentation and representation of their both professional issues and the personal issues with the management to resolve the problems, grant of leave and loans as eligible when it is most desired by an employee are the vital aspects at their working places. At their living places, moderate accommodation if possible by the management, future security of employee and his family, medical aids, education to the children, Compensation and insurance in case of any industrial hazards and disability are the some of the issues which motivates an employees from his personal life for better productivity and performance.

As said above, for all issues there should be better labour relations between the management and the employees, which is broadly, known as Industrial Relations. There should be group representation, bilateral discussions, labor legislation to form the trade unions with better negotiating powers rested with the leaders to equate with the management. If the management is willfully defaulting in extending the benefits, provisions and care for its employees, the industrial relation where the unions constrain managerial discretion, would compel the management by measures like negotiations, bilateral meetings, potential for strikes etc, to reach a mutual settlement and bipartite settlements.

As it is said since centuries "Union is the Strength", the unity and the strength would represent the issues like wage settlements, influence the security systems, administration, facilities to the employees etc, which would enable the organisation to have better industrial relations and negotiations to maintain better relations with its employees at any given point of time. The industrial relation is the fundamental aspect of labor relations in collective

bargaining and the mutual bilateral settlement between the management and the employees.

However, as there is decline in the union activities and an employee having many options and avenues for the employment in the recent times of modern trend and technology as there are many openings now a days, one can negotiate and arrive at a compromise with the management before he joining the said organisation about some of the aspects like salary package, promotion, geographic location of the job and postings and deputations.

Having said that, it is also true that the organisations, which do not have trade unions, are not having better industrial relations or collective bargaining. It also depends on the management to keep its employees intact with belongingness. There are also rare chances of trade unions misusing the powers for union leader's selfish ego or attitude. But it is said and proven time and again that the impact of INDUSTRIAL RELATIONS on Quality of Work Life in any organisation is more effective and continuous!

Suggestions

We realized that Work Life balance is essential for business success. With work/life balance one is more productive over longer periods of time. Due to balanced perspective we can spot opportunities that you may otherwise miss had you been over-worked and over-tired. According to us the most important strategies for work life balance are-

Set goals and prioritize work as having clear goals makes life so much easier because one knows where one is going, how to get there and you have more control. Without clear goals you can experience feelings of confusion and frustration and this can drain your energy and decrease your productivity.

Have proper structure in plan Work/Life balance needs flexibility for which one needs a solid structure around both at work and at home. Structure is important because it brings certainty to the world then one has control in life and avoids being chaotic. You then find that you use both physical and emotional energy to bring meaning and clarity to different situations. To support flexibility the company needs to be well structured, with good support systems and needs to have an internal culture which supports flexible working arrangements.

Focus on result and practice time management .Doing the right thing, in the right way, at the right time and for the right length of time. To be able to do this, So have priorities and then focus only on those tasks that advance important goals. Those goals that will bring in high pay-off results.

Activities that absorb too much time should then be simplified, delegated or eliminated. Time management, focusing on results is important to aim for excellence and try for perfection.

Employees and management need training to learn the operational techniques required for effective Work/Life balance. The company should provide training for time management; goal setting; maximizing productivity; increasing effectiveness; negotiation, relaxation and stress management, and a range of providers for this training. There is need to give interpersonal skills training.

Ensuring that formal policies in place are consistent with what employees actually experience. Policy provision alone is not sufficient to ensure employees' work/life balance. There should be a search for the uptake rates of policies across different areas in the organization as this may provide reason for the existence of unsupportive cultures.

CONCLUSION

Work-life balance should be about "the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one undermining the satisfactory experience of the other" (Noon and Blyton, 2007: 356; emphasis added) We can see that better work life has improved quality of applicants, increased return on investment in training as employees stay longer ,reduced absenteeism, better managing Work/Life Balance. There is also reduction in sick leave , worker's stress levels ,reduced liability for stress and an increased return rate from parental leave.

Work Life has impact in reduction in worker stress from conflicts between work and family roles ,improved morale ,greater staff loyalty ,flexibility in deploying staff such as an ability to offer extended hours of business to customer, improved corporate image, which can lead to greater sales and enhance the productivity of the business. By this research analysis we can conclude that there is a significant impact of the Industrial Relations on the Quality of Work Life identified by the Employee Development .Moreover in the Manufacturing Industries, the Industrial Relations does have an impact on Quality of Work Life of the Work Force. By this research analysis, the conclusion is drawn that there is a significant impact of the Industrial Relations on the Quality of Work Life identified by the Employee Development.

Hence, It is found and concluded that especially in the Manufacturing Industries, the Industrial Relations does have an impact on Quality of Work Life of the Work Force.



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