



**Industrial Relations – A Way to Improve Productivity A Study of  
Selected Industries of Tala Nagri, Aligarh**

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**ABSTRACT**

In modern days, industrial work has become quite complex and distinctly different from what it was in earlier times. With the advent of modern industrialization and automation the industrial organizations have undergone a major scale in terms of activities. As the industrial units grow large, the owners entrust the task of their day to day running to a cadre of management. Industrial relations are essentially human relations, relations between workers and employers. No organization can operate entirely without human effort and the industrial relation department is responsible for fully utilizing a corporations human resources. This aspect of control and managing relationship between employees and management is referred to as “Industrial Relation”. As a matter of fact industrial relations form an indispensable part of personnel management and an area of great concern for the management of today particularly after globalization and privatization. Industrial relation issues are complex and dynamic. They are result of Social, Culture, Economics, Political and Government factor. Indian Institution of Personnel Management defines it as: “Industrial Relations include securing effective and willing co-operation from employees and reducing conflict between employers and workers and their representatives, the trade unions”.

**KEYWORDS:** Industrial relation, productivity, organizations, globalization.

**Introduction**

Industrial relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labour and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees (labour) and employers (management). It has been said so far that given the technological and material inputs and a given capacity of the worker, the will to work materially affects the productivity of the workers and, therefore, of the enterprise. Apart from the other influences on the morale of the workers, the quality of industrial relations has a direct bearing on the workers” will to work. When it is said that the quality of industrial relations has an important bearing on productivity, it is to be realized that it is not so much the role of strikes and lock outs to be emphasized for linking the importance of industrial relations to productivity. Apart from the fact of the open stoppages of production or even the announced ‘go slow’ or ‘work to rule’ practices which directly reduce production even under normal conditions when the

work processes are supposed to function smoothly, the quality of industrial relations continues to influence the worker's behaviour and his attitude to work.

### **Review of Literature**

The review of previous studies brings together the results of existing research, shows how the studies are related, what they have contributed to the present investigation and where gaps and weaknesses exist that have given rise to the present study. The present study is a critical analysis of Industrial relations in industrial area of Tala Nagari, Aligarh. The first great transformation which came in the society was because of industrial revolution which came in the eighteenth century in Great Britain (U.K.) followed by a transformation in U.S.A., France, Germany, Belgium and Sweden. In 1958 TISCO had estimated joint committees for workers to come and participate in the various affairs of the company. The first most important step taken was Industrial Dispute Act 1947 which gave importance to works committees. The industrial policy of 1948 has suggested that the labour should be involved in all matters related with industrial production. The First Five Year Plan of 1951 also called for the constitution of joint committees at all levels. The Second Five Year Plan had given more details of the philosophy of worker-management relationship. A study group on workers participation was also set up in 1956. The Third Five Year Plan also gave importance to workers participation for the establishment of industrial democracy. The Fourth Five Year Plan urged the extension of workers participation in public sector undertakings. Various committees such as Sachar Committee (1977). Varma Committee (1977) were appointed to look into the matter of workers participation in management of the industry. Kumari, (1993) has found that most grievances seriously disturb the employees and affect their morale, productivity and willingness to cooperate with the organization, so there must be an involvement of trade union to intervene in the procedure to handle the problems of aggrieved employees. 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 productivity, cooperatively and with economic, psychological and social satisfaction. Thalavai, (2003) has concluded in his study that participatory management of industrial relation ensures effective consultation and develops the awareness of the problems among the workers.

### **Objectives of the study**

Taking into consideration the above points the objectives of the study are as follows:

- a. To make analytical study and interpretation of industrial relations in the industrial enterprises.
- b. To take review of machinery for the settlement of industrial disputes.
- c. To study workers participation in the management.



d. To know the various steps taken by the industrial enterprises for improving industrial relations.

#### **Data Collection**

Both primary and secondary sources are used to carry out the research work. Primary data is collected from various respondents like Personnel Manager, Office bearers the trade unions, personal interview with workers. The sample size proposed for this study is 15 industrial units.

#### **Sampling Method and Selection of Companies:**

The representatives of the industrial units have been selected from the areas of Tala Nagari, Aligarh. Initially industrial 20 units were approached. 15 companies have responded, 05 companies have not responded for one or the other reason. In few companies management had not allowed to make any survey. Some of them refused to give information about the industrial relations. Near about 15 companies were selected on the convenience sampling which had provided detailed and full information about industrial relations. The only important criterion for selecting Industrial Units is the co-operation of Management and Trade Unions.

#### **Method of Data Analysis:**

Each data has been analyzed according to the objectives of the study. The average is worked out for explaining the data such as classification and tabulation of data is made according to the need of the study. Lastly, the analysis has been made according to the factual information collected through information and personal observations and some results are found out from the oral information given by the workers and safety officers, working in the industrial units.

#### **Questionnaires:**

Analytical and exhaustive questionnaires were constructed to extract information from the Industrial enterprises regarding Industrial Relations. In all 41 questions were prepared, while most of the questions were of structured type a few questions were formulated to get their opinions and reactions about industrial relations. Similarly certain questions were asked in the personal interview of the managers of the industries which are not mentioned in the analysis of the questionnaire.

#### **Statistical Techniques Used for the Analysis:**

The questionnaires include the general information about the industrial relations and their opinions about the industrial units regarding industrial relations and other matters. For the first part the data is quantitative hence the frequency distributions were prepared and proportionate frequencies were calculated. All other questions are qualitative type of information. Since the data is qualitative and opinion type so followed by interviews the various views expressed in the interviews were included. For these questions one cannot find



frequencies as such or it cannot be quantified. The opinions are recorded as they appear and from these conclusions have been drawn.

#### **Limitations of the Study:**

1. This study on industrial relations is concerned only with the Tala Nagari, Aligarh Region.
2. This study is based on a convenience sampling and thus need not necessarily reflect the opinions and attitudes of various officials.
3. The focus of this study is on the industrial relations. It was difficult to collect all the necessary data from grass root level, although the researcher has tried his level best in collecting the latest information.

#### **Findings of the study:**

- Higher growth rate is possible in a climate of harmonious industrial relations .
- Workers are interested in decent wages, social security, speedy redressed of grievances and in having say in decisions in matters that vitally affect them. They are interested in their growth, welfare, and development.
- Proper handling of grievance can help in maintaining good industrial relation; it surely has a positive impact on the industrial relations and can be well maintained even in the long run to a great extent.
- The ILO has been effective in making the workers and the employers understand their rights and duties. The ILO symbolizes social justice, peace, harmony and human dignity in industrial organizations and human dignity.

#### **Recommendations:**

- There is no substitute for growth and it has to be with social justice, necessary for a harmonious and peaceful industrial climate.
- Communication and communication skills are important for improving and making the scheme of participation successful.
- Education of the employees is not only important but also to create and awareness about the various advantages of participation.
- If there are workers counseling on regular basis and departmentwise counseling the level of participation will be on the rise.
- One strong union is important to protect the interest of the employees and to understand the problems of the employees.



- Because of low wages, casual labour policy, poor working conditions and exploitation of the labour leads to loss of interest in the work and they leave the job for better prospect which makes the industrial relations in small sector unstable.
- If the management and workers follow proper code of conduct and code of discipline it will surely lead to good industrial relations.
- There should be proper motivation to the employees on continuous basis.
- Self discipline is best for good industrial relations. To improve industrial relations the management must listen to the problems of workers and sort it out.

### **Conclusion:**

Healthy labour management relations are very much instrumental in improving the economic conditions of the organizations as well as of labour. Analysis of workers' participation in management is very much essential. It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities. A worker is more than a pair of hands. He is a human resource. His technical knowledge and ingenuity if properly utilized may make more significant contribution to the effectiveness and economic welfare of the organization. Hence this study carries great relevance in the present business environment to all industries irrespective of their size and level of operations. A constant review or follow up of results of the industrial relations programmed is essential to evaluate the existing practices and to identify the problem of the system. Regular follow up of different industrial relations policies, especially need to be placed on collecting information regarding labour turnover, labour absenteeism, job satisfaction, suggestions of employees, industrial accident rate, disputes, grievances etc.

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