

A Study on industrial relations at Madura Coats limited

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INTRODUCTION

The human resource is considered as the backbone of any economic enterprise, be it public, private, or cooperative. The human resources are, by far the most dynamic and important resource of the various kinds of resources that are needed to move the wheels of an economic activity. Economic development of any nation depends on the natural resources, the rate of capital formation and technological progress. In recent years, the economists have added “human resource” besides land, capital and technology as key factor for building and developing the nation. The optimal utilization of natural resources and the factor inputs of capital and technology depend on the extent of use of human resources (**Sabhanayakam, 1987**). Basically, resource components can be categorized as human, material and time. Unlike other resources, these resource presents its own unique characteristics of “the resource of all resources”, which are harnessed to begin any economic enterprise. The human resources of an enterprise is the most important wealth producing and most delicate resource and its management is an extremely difficult exercise because of changing attitudes, aspirations and motivations.

INDUSTRIAL RELATIONS

Though a number of terms like ‘employee-employer relations’, ‘personnel relations’, ‘labour-management relations’ have been used, the most common and frequently used term is ‘industrial relations’. The term has its own special connotation to each individual concerned with employee-employer relations.

According to **Flippo (1961)**, the term ‘industrial relations’ refers to all types of relations that exist in an industrial enterprise and they are constituted by employer and employees. The term denotes all types of intra-group relations within and inter-group relations between these constituent groups.

The subject of industrial relations includes individual relations and joint consultations between employers and work people at the place of work, collective relations between employers and their organisations and the trade unions and the part played by the state in regulating these relations.

In India the ills of factory system and economic distress brought in a series of changes. An organised labour movement began in the country when the first trade union established in 1918.

The rise of large scale enterprises has profoundly modified the traditional personal relations between a master and his servant. The exposure of a large number of workers to the concept of universal political suffrage and other democratic practices tended to change the course of industrial relations.

The Indian economic scenario is undergoing a basic structural change affecting all walks of life. Many of the challenges are based on global competition, fast changing information and technology, shorter product life cycles, decline in productivity, composition of workforce, government regulations, pressure from trade unions and above all rising expectations of the internal and external customers. In the wake of the ever-increasing challenges, many of the established organizations are craving for survival. The situation is still worse in the cooperative sector, which was once considered to be the 'employment generators' and where 'profit' was considered to be a dirty word. These changes pose major challenges to human resource management of these enterprises to maintain good relations with employees.

REVIEW OF LITERATURE

Some of the studies conducted on industrial relations are reviewed here. **Beer (1942)** conducted a survey of personnel management problems, policies and practices in 42 marketing and purchasing associations located in 18 States of U.S.A. with reference to selection of employees, training, pay, performance appraisal, stabilization of employment, health, safety and physical working conditions, employee welfare, relations with other employees etc.

Rudrabasava raj (1969) made an attempt to study personnel management practices in a cross section of public, private and co-operative enterprises. The study covered 32 organizations - 6 in the public sector, 12 in the co-operative sector, and 14 in the private sector. The study threw light on various aspects of personnel management such as recruitment, selection, training, promotion and transfer, performance appraisal and career development, employee morale, wage and salary administration, welfare and services, union management relations and personnel organizations.

Jyothi's(1986) study attempted to find the human resource management practices and industrial relations in selected co-operative enterprises in Viskhapatnam District and the influence of the socio-economic background and attitudes of the employees towards their work, management and organization; An analysis of union-management relationship in the selected units, was also made.

Sapru(1987) examined how the personnel management in banking sector can be revamped for the improvement of its performance. He analyzed the organizational set-up, recruitment, in-service training, discipline and working condition and industrial relations in the banking industry, with particular reference to the Chandigarh Zonal Office of the Central Bank of India.

Sylvanus Dazza(1998) made an attempt to study the pattern of personnel management practices in selected Co-operative Spinning Mills in Tamil Nadu and the industrial relations in the selected cooperative spinning mills; An assessment of the workers' satisfaction regarding welfare facilities; and workers' awareness about service conditions was also made.

Pawan S. Budhwar(1996) studied the human resource management practices in six different manufacturing industries in Britain in regard to issues such as the structure of the human resource departments, role of human resource function, recruitment and selection, pay and benefits, training and development, performance appraisal, employee relations, human resource management strategy, influence of competitive pressures, institutional factors, business sector and national culture on human resource management and organizational details.

Anthony Lobo(1986) studied the personnel management practices of Visvesvarya Iron and Steel Industry, Karnataka, a public sector unit. The study covered the personnel practices in public sector in general, personnel structure at VISL in particular, personnel policies, selection and succession, remunerating the personnel, welfare measures and industrial relations.

Garg's(1976) 'personnel management in Dharamvira Cooperative Sugar Mill, Haryana' was an attempt to examine how the workers are being managed in the unit and the management's policies and practices towards recruitment, selection and promotion, training of workers, wage administration, welfare facilities, working conditions, industrial relations, Union activities etc.

The above review shows that most of the studies have been carried out in public, private, and different forms of industrial enterprises. Management and industrial relations in small scale steel industries differ from the management of other bigger enterprises. On this background, the present study is an attempt to analyse the industrial relations at MADURA COAT, Bangalore.

NEED AND IMPORTANCE OF THE STUDY

Every individual has his or her own view points towards a similar issue. Hence, there is enough and more scope for men who are interwoven in the organisational structure to maintain the mutual relation while working together. Thus the industrial relation should be inevitable whenever two (or) more human beings work together.

This study is aimed at finding out the industrial relation. This study is of great significance to the organisation in finding of the level of satisfaction of the workers. Mutual relationship between the management and workers can increase more productivity, less absenteeism, low wastage's, decreased rate of grievances and increase more benefit to the workers as well as management.

STATEMENT OF THE PROBLEM

The industrial relation at MADURA COATS LTD., was found to be depicting a serious pictures when the researcher visited the factory before starting the research.

SCOPE OF THE STUDY

This research study is highly useful to the management and all the workers of the organisation. It gives them intricate details that they actually need to take their organisation to greater height. It also helps to them to know where they actually stand, what they lack and they find it easier to improve upon them in a way they help the superior and subordinate to maintain the industrial relation. This study helps the organisation identify the various tools and techniques and training programmes and various welfare facilities that are too executed for their workers to maintain the industrial relation.

OBJECTIVES OF THE STUDY

1. To study the socio demographic characteristics of the respondents.
2. To inquire into the level of satisfaction of employees with prevailing industrial relations practices in MADURA COATS LTD.,
3. To find out the relationship between various socio demographic characteristics of the respondents level of satisfaction.
4. To suggest appropriate measures to be taken to improve the industrial relation functions in the MADURA COATS LTD., under study.

RESEARCH HYPOTHESIS

1. There is no significant relation between the age of the respondents and industrial relation.
2. There is no significant relation between the experience of the respondents and industrial relations.
3. There is no significant relation between the income of the respondents and industrial relations.
4. There is no significant relation between the marital status of the respondents and industrial relations.
5. There is significant between the number of dependents of the respondents and industrial relations.
6. There is no significant relation between the various educational qualifications of the respondents with regard to industrial relations.
7. There is no significant relation between the trades of the respondents with regard to industrial relations.

Universe and Sampling

The officers, Supervisors and workmen of MADURA COATS Ltd., Bangalore, formed the universe of the study. The total no. of officers was 12, the total no. of Supervisors was 14 and the total no. of workmen was 74. The researcher selected all the 100 respondents for the present study. Hence convenience sampling method was adopted.

Statistical Analysis

The data collected were processed, classified and analysed carefully by using quantitative techniques and **SPSS** package. Statistical tools such as F-test, Chi-Square test were be applied systematically to obtain meaningful inferences.

F-Test was used to find out the various educational qualifications, various trade of the respondents towards Industrial Relations.

Chi-Square was used to find out the significant difference between age, experience, monthly salary of the respondents, and marital status of the respondents, Dependents of the respondents and towards the level of satisfaction.

FINDINGS AND SUGGESTIONS

The thread industry is the most important industry in the organized industrial sector. In the previous chapters, the profile of MADURA COATS LTD., the profile of its employees, review of industrial relations practices, attitudes of employees with prevailing industrial relations of the MADURA COATS LTD have been presented. This chapter attempt to briefly refer to the cumulative findings as the outcome of the study and as a point of reference for drawing appropriate inferences conclusions and projection into future on the perspective of industrial relations. The present descriptive has been conducted with 100 respondents of MADURA COATS LTD., .Tools for data collection were developed by the researcher. Various statistical tests were applied to find out the difference and the relationship/association between the variables. This chapter adds up the suggestions for further action and exploration the area of research related to industrial relations. The following findings were arrived at after careful analysis of the collected data.

Findings Related to Hypothesis

Null Hypothesis for Research Hypothesis 01

There is no significant relationship between the respondents’ educational qualification and the level of satisfaction with respect to **IR**

To test the above F-test was applied and that found that there is no significant relationship between the respondents’ educational qualification and the level of satisfaction with respect to **IR**. Hence the null hypothesis is accepted.

Source	Df	SS	MS	\bar{X}	Statistical Inference
Between Groups	3	150.9584	50.3195	G1=101.328 G2=100.111 G3=103.611 G4=104.222	F = 1.2770 P > 0.05 Not Significant
With-in Group	96	3782.8316	39.4045		

G-1 SSLC, G-2 HSC, G-3 DIPLOMA, G-4 DEGREE.

Null Hypothesis for Research Hypothesis 02

There is no significant association between the respondents’ age and the level of satisfaction with respect to **IR**

To test the above, Chi-Square was applied and that found that there is no significant association between the respondents’ age and the level of satisfaction with respect to **IR**. Hence the null hypothesis is accepted

S. No.	Age	Industrial Relations		Statistical Inference
		Low (n: 42)	High (n:58)	
1	Upto 30 years	7	11	$X^2 = 0.7214$ df = 3 P > 0.05 Not Significant
2	31 – 40 years	16	18	
3	41 – 50 years	16	23	
4	51 years and Above	3	6	

Null Hypothesis for Research Hypothesis 03

There is no significant association between respondents’ experience and the level of satisfaction experienced by them with respect to IR

To test the above , Chi-Square was applied and that found that there is no significant association between the respondents’ experience and the level of satisfaction level of satisfaction with respect to **IR**. Hence the null hypothesis is accepted

S. No.	Experience	Industrial Relations		Statistical Inference
		Low (n:42)	High (n:58)	
1	Upto 10 years	8	14	$X^2 = 0.3818$ df = 2 P > 0.05 Not Significant
2	11 – 20 years	19	24	
3	Above 20 years	15	20	

Null Hypothesis for Research Hypothesis 04

There is no significant association between the respondents’ monthly salary and level of satisfaction experienced by them with respect to **IR**.

To test the above, Chi-Square was applied and that found that there is no significant association between the respondents’ monthly salary and the level of satisfaction level of satisfaction with respect to **IR**. Hence the null hypothesis is accepted

S. No.	Income	Industrial Relations		Statistical Inference
		Low (n:42)	High (n:58)	
1	Rs.5001 – 7000	36	38	$X^2 = 5.2963$ $df = 2$ $P > 0.05$ Not Significant
2	Rs.7001 – 10000	5	15	
3	Above Rs.10000	1	5	

Null Hypothesis for Research Hypothesis 05

There is no significant relationship between the trade of the respondents’ and the level of satisfaction experienced by them with respect to **IR**

To test the above F-test was applied and that is found that there is no significant relationship between the trades of the respondents’ with regard to **IR**. Hence null hypothesis is accepted.

Source	Df	SS	MS	\bar{X}	Statistical Inference
Between Groups	2	185.2285	92.6143	G1=102.583 G2=105.081 G3=101.175	$F = 2.3965$ $P > 0.05$ Not Significant
Within Group	97	3748.5615	38.6450		

Findings Related to Socio Demographic characteristics and Job Factors

1. Majority of the respondents’ (39%) belongs to the age group of 41-50 Years
2. Majority of the respondents (64%) are qualified up to SSLC.
3. Majority of the respondents (74%) are working as workmen.
4. Most of the respondents (74%) are having a monthly income of 5001-7000.
5. Most of the respondents (43%) are having average experience of 11-20 years.
6. Most of the respondents (92%) are married.
7. Most of the respondents (63%) are having 3-4 dependents.

Findings Related to factors of Industrial Relations

1. The study reveals that 58% of the respondents are partially aware of Human Resource policy, 40% of the respondents are fully aware of the HR policy and only 2% of the respondents are not aware of HR policy of the organisation.
2. 59% of the respondents are satisfied 21% of the respondents are highly satisfied, 15% of the respondents are rarely satisfied and the remaining 5% of the respondents are not satisfied by the prevailing industrial relation.

3. Regarding the overall satisfaction with respect to IR 58% and 42% is high and low satisfaction respectively.

Findings related to Relationship among the Various factors of Job satisfaction.

1. There is no significant relationship between the educational level of respondents and the level of satisfaction regarding industrial relation.
2. There is no significant relationship between the trade of the respondents and the level of satisfaction regarding the industrial relation.
3. There is no significant association between the age of the respondents and the level of satisfaction regarding to the industrial relation.
4. There is no significant association between the experience of the respondents and the level of satisfaction regarding the industrial relation.
5. There is no significant association between the income of the respondents and the level of satisfaction regarding the industrial relation.
6. There is no significant association between the marital status of the respondents and the level of satisfaction regarding the industrial relation.
7. There is no significant association between the no. of dependents of the respondents and the level of satisfaction regarding the industrial relation

Suggestions

The management of human resource is the most difficult job to the thread industries. In order to strengthen the human resource functions of this type of enterprise, to maintain industrial relations the following suggestions are made based on the responses of respondents and discussions, the researcher had with the executives and administrative staff.

1. Since the organisation is becoming increasingly diversified with growing business transactions, there is urgent need to establish a full-fledged human resource department to look after the human resource functions. A human resource manager not below the rank of chief of other functional areas of thread industry should head the human resource department. However, the internal structure of the department, its functions and scope may vary depending on the size, production capacity and number of employees.
2. At present the MADURA COATS do not have any formal grievance redressed cells. The procedure of grievance redressal in this organisation is that the subordinate staffs submit their grievance to their immediate superiors. When such representation is made to the superiors, the latter convince the subordinates orally and manage the situation. This system does not solve the grievance of the employees. On the contrary, the grievance of the employees not redressed results in accumulation of such grievance, which ultimately leads to industrial disputes. The “grievance redressal cells’ so establish should have representatives of employees and management and it should solve the problem immediately so that there is no accumulation of grievances. A time limit should be fixed with in which each of the grievances will have to be solved and also the workers suggest following the open-door policy.

3. By this research I came to know that 58% of the respondents are partially aware of HR policy and 2% of the respondents are unaware about the HR policy. So I suggest the management to make known all about HR policy.
4. The researcher observed that only 58% of the respondents are satisfied by Industrial Relation. The management should try to cop-up the remaining 42% of the respondents to be satisfied.
5. As per the respondents suggestions the researcher found that the workers are want to follow the open-door policy and the superiors are willing to get employees' obedience to maintain the proper Industrial relation.

CONCLUSION

For any successful and peaceful industry there should be better industrial relations. If the grievance of the workers is considered then there will be sense of motivation and increased morale will be observed. For improving better industrial relations the researcher suggested many measures based on the observations made during the study.

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