

IMPACT OF INDUSTRIAL RELATIONS ON THE PRODUCTIVITY LEVELS

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ABSTRACT

In simple terms Industrial Relations deals with the worker employee relation in any industry Government has attempted to make Industrial Relations more health them by enacting Industrial Disputes Act 1947, to solve the dispute and to reduce the regency of dispute. This in turn improves the relations. Industrial relations in countries, sub-regions and regions, have been influenced by a variety of circumstances and actors such as political philosophies, economic imperatives, and the role of the State in determining the direction of economic and social development, the influence of unions and the business community, as well as the legacies of colonial governments. Industrial Relations fulfilled the function of providing employees with a collective voice, and unions with the means to establish standardized terms and conditions of employment not only within an enterprise but also across an industry, and sometimes across an economy.

KEYWORDS: Industrial relations, Grievance, Dismissal, Industrial Action.

INTRODUCTION

Industrial Relations paradigm in India had dramatically changed following the adaptation of free market policy in the early nineties. With the dawn of liberalization, privatization and globalization (LPG), the country is, by and large, able to preserve a sound and positive industrial relations climate. This is apparent from the statistical figures of Union Government's Labour Bureau, which exhibits drastic decline of industrial disputes from 1,825 in 1990 to 421 in 2008, and India being the third most preferred global investment destination. Foreign direct investment inflows to India went up to \$32 billion in 2011, which was a 33 percent increase over the previous year.

Features of Industrial Relations

India Industrial relations in India, over years, have acquired certain distinct characteristics **Dominance of Tripartite:** Ever since labour was put on the concurrent list in the Indian Constitution and formed a part of the Directive Principles of the State Policy, ever since the enactment of regulatory labour laws to give effect to the protective labour policy of the government and ever since the politicization of trade.

Heavy Legalism in Industrial Relations: The state in its anxiety to protect the interests of the weaker party has enacted a large number of labour legislations.

Late Emergence and Development of Collective Bargaining Relationships: Industrial relations primarily bipartite. It is left to labour and management to develop their relationships the way they desire. This bipartite relationship is determined, shaped and given a direction through collective bargaining.

Fragmented and Politicized Trade Union Movements: A trade union is a voluntary organization of workers seeking to protect and promote the interests of its members vis-a-vis that of the employers. Hence, a trade union is a political organization. Trade unions have different philosophies, policies, programs and methods to achieve their objectives.

Dilatory and Ineffective Methods of Disputes Settlement: When the negotiations fail and no agreement on some or all the issues is reached the negotiating parties have two options, viz. to resort to a work stoppage to pressurize the other party to accept the offers or the demands made or to seek the assistance of a third party to help them to resolve negotiations and settle the issues.

Labour-Management Cooperation: Though conflict has been the most dominant form of industrial relations, cooperation between the two is most desirable if both the parties have to realize their objectives in industrial relations and help the society develop economically and socially.

Industrial Relations in Public Sector Undertakings: Public sector in India was supposed to be a model employer to the private sector and reach commanding heights, inter alia, in employee relations. The general industrial relations scenario in this sector reveals both positive and negative characteristics.

OBJECTIVE OF THE STUDY

The objectives of the study are as follows;

1. To provide an opportunity to the worker to have a say in the management decision making.
2. To regulate production by minimizing conflicts.

LITERATURE REVIEW

According to Sinha (2001) stated that employees' productivity is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the productivity.

According to Stup (2003) also explained that to have a standard productivity, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their productivity. Furthermore, a reward system should be implemented based on the productivity of the employees. This is to motivate the employees in order to perform more on their task.

There are several factors that being described by Stup (2003) towards the success of the employees' productivity. The factors are such as physical work environment, equipment, meaningful work, productivity expectation, and feedback on productivity, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

According to Franco et al (2002) defined productivity that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the productivity of employees meet the required standards.

WORKING ENVIRONMENT FACTORS THAT AFFECT EMPLOYEES PRODUCTIVITY

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Basing on this study the factors are explained below.

Supervisor Support

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management. Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis.

A supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure. A supervisor support could lead to the employees' productivity but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees.

In order to gain the employees productivity, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will leads to positive result to the performance from the employees.

Good relation between co-workers

This is unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop. Studies show that workplace relationships directly affect a worker's ability to succeed. Because workers are spending on average 50 hours a week in the workplace, these long work hours are resulting in the formation of workplace friendships. These connections can be both positive, and have the potential to become harmful.

Training and development

Training and Development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve productivity at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development.

Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. According to Smith (1999), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes.

Workplace Incentives and recognitions plane

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition. Productivity of professional employees is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employees who performs well, poor

working condition, absence of productivity appraisal system and poor feedback on productivity outcome. Therefore significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production.

Adequate Workload

Adequate workload distribution which is crafted to enable the employees to achieve optimal productivity and productivity levels. A balanced distribution of workload helps the management of an organization to enhance the productivity of their existing workforce. With the ever increasing workload the employees become more susceptible to stress and burnouts which impacts the productivity of the organization.

JOB SECURITY & WORKPLACE SAFETY

Job security is a concept that refers to the real or perceived probability that an individual will keep his or her job. An employee's job security can be impacted by the terms of work that are described in the employment contract, by legislation governing labor termination in the jurisdiction he or she works in, by labor organizations such as unions, and by economic conditions. Employees may also feel more or less secure depending on the behavior of their employer.

The protection of employee job security is an important aspect of occupational health and safety regulation enforcement. Bidyanath in the Naini unite, as well as the regulations of governmental health and safety organizations in many other jurisdictions, protect the job security of employees who report injuries, illnesses, or problems with workplace safety. These regulations do not allow employers to discourage workers from reporting health and safety issues, and they also prohibit retaliation against workers for doing so.

Job security is the probability that an individual will keep their job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed. Workplace safety is the practice of an employer using preventative measures to prevent hazards to the employees' health and personal safety. This practice includes creating plans and procedures for employees and managers in the workplace. In addition, workplace safety involves creating policies and keeping emergency materials available for employee and manager use while at a work site.

Types

There are many different types of safe practices included in workplace safety. This includes providing a first AID kit for employee injuries, bright exit signs over entry and exit doors and a list of phone numbers posted near office or facility telephones. Books with emergency information are also among the ways an employer can help facilitate a safe workplace.

Training

Workplace safety in many businesses requires additional training for the employees and management. This can include a lecture by an expert, hand-on training or a tour of the grounds and materials. For example, an employee whose job requires the use of a machine is not only trained to use the machine, but he is typically trained on how to operate machinery to avoid injury, dismemberment or death. The employee can also be trained on what to do if a co-worker injures herself on the job.

EMPLOYEES WELFARE

Employee welfare defines as “efforts to make life worth living for workmen”. “Employee welfare is a comprehensive term including various services, benefits and facilities offered to employees & by the employers. Through such generous fringe benefits the employer makes life worth living for employees.”

The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living.

Physical Work Environment

Physical working environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury.

The elements of working environment need to be proper so that the employees would not be stressed while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace. Result of the employees’ productivity can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace.

Performance Feedback

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides.

Job Aid

The purpose of job aid is to direct and guide as to enlighten the employees performance. Job aid also helps in order to support the employees’ performance. An example of a military performance had been reviewed regarding the military reliance on job aids between 1958 and 1972 which is significant and positive contribution toward the military performance. He also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance.

There are three ways to increase performance based on the job aid. The first way is through the external support which means that the employees need to take leave from work and look for the source as for their reference to their job. The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself. As for the third way, it is called the intrinsic support. An intrinsic support is an insider or software that is being used as for the efficiency of workflow.

CONCLUSION

Maintaining harmonious relations is very important for the survival, prosperity and growth of the organization. Good and healthy employee relations leads to better organizational performance. The study found that small organizations are aware of the benefits of maintaining good employee relations and correct remedial actions to minimize poor employee relations in the organization. Similarly, the study found that there is a positive significant relationship between employee relations and employee performance as well as between employee relations and organizational performance. Moreover, the study found that the use unfair labour practices are a major cause of poor employee relations in Indian organizations. Therefore the study recommends a need for small organizations to start implementing fair labour practices throughout their operations and do away with unfair labour practices.

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