



ISSN: 0976-3031

Available Online at <http://www.recentscientific.com>

International Journal of Recent Scientific Research
Vol. 6, Issue, 7, pp.5128-5130, July, 2015

**International Journal
of Recent Scientific
Research**

RESEARCH ARTICLE

AN EXPLORATORY STUDY ON FACTORS AFFECTING INDUSTRIAL RELATION WITH REFERENCE TO EMPLOYEES MORALE AND PRODUCTIVITY

Punam Singh

Research Analyst, NOVONOUS Market Research, Bangaluru, Karnataka

ARTICLE INFO

Article History:

Received 5th, June, 2015
Received in revised form 12th,
June, 2015
Accepted 6th, July, 2015
Published online 28th,
July, 2015

Key words:

Industrial Relation, Employees
Morale, Productivity,
Organisation, Industrial
Development

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ABSTRACT

After independence industrial growth is seen in our country. Without industrial growth economic progress is not possible. However, much industrial development is cherished and achieved; various complex problems do arise in the field of labour as a result of industrialization, such as unfavourable work environment, unhealthy working and living conditions, lack of basic amenities, and the resultant low standard of living, constant dissatisfaction, low wages, insecurity of jobs, poor communication and personal problems. Having good industrial relation is the most important to motivate and retain employees in the organistaion. The present study is undertaken in one of the leading pharma company located in Gujarat. The aim of the study is to know the impact of Industrial Relation on Employees Morale& productivity. Sample covers 150 employees from the pharma industry, Gujarat. The findings of the present study are shows there is a strong relationship among industrial relation, employee's morale and productivity. Moreover, this paper states that suchintegration leads to firm's superior performance.

INTRODUCTION

After independence industrial growth is seen in our country. Without industrial growth economic progress is not possible. However, much industrial development is cherished and achieved; various complex problems do arise in the field of labour as a result of industrialization, such as unfavourable work environment, unhealthy working and living conditions, lack of basic amenities for toiling masses and the resultant low standard of living, constant dissatisfaction, low wages, insecurity of jobs and personal problems. Having good industrial relation is the most important to motivate and retain employees in the organisation. Therefore, it is in the interest of all to create and maintain good relations between employees (labor) and employers (management)Fajana, S. (2005). 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. According to Englama (2001) Industrial relation refers to the combination of interactions that take place between the employee and employer in an organisation. He believed that the fundamental problem in all organisation, whether business, educational, local or national, was in developing and maintaining a dynamic and harmonious relationship. The

pillars of Industrial Relations are policy procedures, chain of communication, promotion, recognition, transparency, job security, internal & external environment, proper grievance handling, welfare facilities and other benefits etc.It is a major force, which influences the social, political & economic development of a country managing Industrial Relation is a channelling task because its deals with high complex, fast developing, ever changing and expanding. Cooperation between all sections in industry and fair condition of work are essential for productive efficiency and industrial progress (Memoria&Gankar 2010)

Objective of the study

- To study the factors affecting industrial relation with reference to workers morale & productivity
- To study the different parameters of Industrial Relation
- To study the level of employees satisfaction and performance in the organization.
- Based on the study to make recommendation on improving industrial relation.

Sample

The study covers with sample of 150 employees in one of the leading pharma company, Gujarat. As it is well known that the employees of any organization are responsible for the

*Corresponding author: **Punam Singh**

Research Analyst, NOVONOUS Market Research, Bangaluru, Karnataka

organization to flourish or perish. Sound Industrial Relation or Effective Industrial relations means Industrial peace necessary for better and higher production, hence, healthy Industrial Relations is the key to progress of individuals, management, Industry and Nation.

The Scoring Pattern

The analysis has been done on 1-Yes, 2.No. 3.Dont Know. There are statements that comprises factors like Policy, procedures, rules & regulations, pattern of communication, quality, job security, environment, grievance handling, opportunities, etc.

Data analysis and Interpretation

Table1About the Organisation

Sr.No.	Particulars	Yes	No	Don't Know
1.	Showing Respondents Opinion about the Management work on Goal Oriented task	137(91.3)	13(8.7)	-
2.	Showing Respondents Opinion about the rules that are properly implemented in organization	121(80.7)	29(19.3)	-
3.	Showing Respondents Opinion about the policy and procedure uniform in organization	118(78.7)	32(21.3)	-
4.	Showing Respondents Opinion about the recruitment & promotion policy of organization.	119(79.3)	31(20.7)	-
6.	Showing Respondents Opinion weather they are satisfied with the pattern of communication in organization.	115(76.7)	35(23.3)	-
7.	Showing Respondents Opinion about the quality policy is properly implemented in organization	122(81.3)	28(18.7)	-
8.	Showing Respondents Opinion about the company responds positively to the grievance needs	108(72.0)	42(28.0)	-
9.	Showing Respondents Opinion about the any communication gap between the management and employees	78(52.0)	72(48.0)	-
10.	Showing Respondents Opinion about the management takes initiative in resolving conflicts or any type of problem	105(70.0)	45(30.0)	-

Figure in parenthesis indicates percentage. Source Field Investigation

Industrial relations in an organization can be personal & informal at one end & may be highly institutional with legally prescribed structures, procedures, rules & regulation sat the other end.

From the above table it can be seen that Industrial relations enables essential use of certain policy, procedures, rules & regulations in order to protect and promote the welfare of employees and safeguards interests of all parties against unfair means or practices. Cordial industrial relations discourages unfair practices on part of both management and unions. Industrial relations leads to formation of machineries in order to solve problems and improve quality.

This ultimately leads to increased efficiency & higher productivity. Also to remove the barriers there has to open communication between employee and management. Communication is very important and vital tool in every organisation. If the company is treating employees in that way, no matter what hard time occurs the people will survive.

Table 2 About the Job

Sr.No.	Particulars	Yes	No	Don't Know
1.	Showing Respondents Opinion about job security	83(55.3)	67(44.7)	-
2.	Showing Respondents Opinion about expressing their views and opinions freely.	78(52.0)	72(48.0)	-
3.	Showing Respondents Opinion about the work environment to help in solving their problems	126(84.0)	24(16.0)	-
4.	Showing Respondents Opinion about the job provide financial security	114(76.0)	36(24.0)	-
6.	Showing Respondents Opinion weather they are satisfied with current work position or not.	75(50.0)	75(50.0)	-
7.	Showing Respondents Opinion about the employee's opinion and views are considered in Organization	116(77.3)	34(22.7)	-
8.	Showing Respondents Opinion about the employees welfare considered to be an important by the management	109(72.7)	41(27.3)	-

Figure in parenthesis indicates percentage. Source Field Investigation

From the above table it can be seen that employees have shown a positive response towards the parameters related to their job. The employees are of opinion that in order to maintain good and harmonious relationship employees should enjoy their job, workplace, colleagues, etc. and this relationship can remain on good terms provided certain workplace conditions exist. Having good industrial relations is the most important thing to motivate people and retain them for long time. Good leadership can solve any matter with carefully looking at the actual reasons for dissatisfactions. Most important thing is fair treatment, considering their opinions, participation, solving their problems, security etc. for employees and makes them feel like company is available to care and safe them at any time.

Table No3 Career advancement and Oppourtunities

Sr.No.	Particulars	Yes	No	Don't Know
1.	Respondents view about training in organisation	85(56.7)	65(43.3)	-
2.	Showing respondents view about getting enough opportunities to display potential	116(77.3)	34(22.7)	-
3.	Showing Respondents Opinion about the good cooperation between employee and management	113(75.3)	37(24.7)	-
4.	Accessibility of information	116(77.3)	34(22.7)	-

Parenthesis indicates percentage. Source Field Investigation
Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. So more importance should be given in training part. It is crucial to have senior management

support for the implementation or modification of a policy, especially where policies relate to employee behaviour & it should be easily accessible to employees for their reference purpose. From the table above it can be seen that employees agree that they are being given proper training and opportunities to display their potential that leads to achievement of their organisational and personal goals.

Concluding Remarks

Industrial relations are of great importance in industrial life. These relations have great bearing on the economic, social and political spheres of our society. If in an organisation, relations between labour and management are cordial, there will be industrial peace and interests of both the parties will be automatically safeguarded along with the increase in the industrial productivity.

The parameters which have been discussed above also show that Industrial Relation is more complex than it may appear on the surface. Employee relations policies should be made and ensure consistent application of company policies and procedures. Dispute resolution procedures/ Grievance Redressal Mechanisms should be active in the organisation. More of group activities should be inculcated to motivate and to create the environment of Well feeling leading to increased employees morale & organisational growth and development. The aim of good industrial relations is always to achieve a motivated, capable workforce that sees its work as creative and fulfilling. Rapid industrial growth and high industrial productivity are possible when smooth industrial relations exist. Along with this, workers get higher wages and other monetary benefits.

How to cite this article:

Punam Singh., An Exploratory Study On Factors Affecting Industrial Relation With Reference To Employees Morale And Productivity *International Journal of Recent Scientific Research Vol. 6, Issue, 7, pp.5128-5130, July, 2015*

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