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A REVIEW STUDY: ESCALATING CONFLICT OF INDUSTRIAL RELATIONS IN CORPORATE SECTOR

Dr. Manju Devi
Assistant Professor (Commerce), GCW, Karnal

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ABSTRACT

The present study aims to identify the major problems faced by organisation in respect of industrial relations and measures suggestions for healthier industrial relations in an organisation. In today's energetic business environment, all organisation needs to be an exultant organisation which is not possible without manpower. In an organisation, manpower is known as life blood to survive in today competitive era. Industrial relations are strong problem-solving orientation that bypasses the classical economists' laissez faire solutions to labor problems. This study emphasizes on the various aspects and ideas given by different researchers in the field of industrial relations management.

KEYWORDS: *Human Resource Management, Industrial Relations management, Collective Bargaining, Worker Participation, Trade Union.*

INTRODUCTION

We survive in an epoch of industrial relations development and revolution. This is true across a wide range of advanced, newly industrializing and developing countries. The changing economic environment confronting third world countries makes it imperatives that they seize instant decisions about industrial reform. Industrial relations necessitate passing of certain labour commandment to defend and support the wellbeing of labour and continue interests of all the parties against excessive way or practices. Industrial relations engage machinery to unravel problems confronted by management and employees through mutual concurrence to which both management and employees are bound together. Industrial relations mean settling employee's problems through collective bargaining, employee's participation, and mutual agreement amongst the parties i.e., management and employee's unions. Healthy and orderly industrial relations lead to increased efficiency and hence higher productivity and income. Latest investigation has brought about an enlarged focus on viewing the industries as a unit or actor that establish relationship with employer, managers and workers. The term, Industrial Relations refer to the combination of human relationships which emerges in work situations. Industrial relations also deal with the worker employer relation in any industry. Government has attempted to make industrial relations healthier by enacting industrial disputes and by reducing the regency of dispute. This in turn improves the relations among workers and employers. In wider sense, it is a set of independence functions involving the societal, past, monetary, mental, demographic, technical, working, political & permissible variables. Industrial relations necessitate passing of certain labour laws to protect and promote the welfare of labour and safeguard interests of all parties against unfair means or practices. Richardson (Singh, 2008) stated that industrial relation is the art of living together for purposes of production. Allan Flanders (Singh, 2008) explained that the subject of industrial relations deals with certain regulated and institutionalized relationships in industry. Dale Yoder (Singh, 2008) described that industrial relation deals with the problems of human relationships, this arises when the workers submit themselves to being controlled by the employers. John Storey (Singh, 2008) described Industrial Relation as a distinctive approach of employment management. It is the need of the hour which seeks to achieve cutthroat gain through tactical enlargement of a highly steadfast and accomplished workforce, using an integrated assortment of cultural, structural and personnel practices.

REVIEW OF LITERATURE

Literature review surface the way for a clear understanding of the areas of research already undertaken and throws luminosity on the prospective areas which are yet to be covered. Keeping this fact in mind, an attempt has been made to make a brief survey of the earlier works embark on the field of industrial relation and its recent development. There is a large and growing volume of literature of varying quality in the field of industrial relations. This section provides an extensive review related to industrial relations management. George, (1984) believes through his study that industrial relation has a great impact on the productivity of the company as well as on social and economic condition of the workers. Singh, (1995) found that voluntary organisations of workers in coal minning industry of Bihar can successfully promote, maintain and improve the condition of employment through collective action. Masthan, (1993) has concluded in his study that there is a negative influence of political leaders on trade unions which are working in the industry. Trade union leaders forget their true aims and

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indulge in politics, thus it affect the productivity of the organisation. Thalavai, (2003) has concluded that participatory management of industrial relation ensures effective consultation and develops the awareness of the problems among the workers. Prasad, (2001) in his study found that in running any organisation efficiently the management has look into the various welfare aspect of its employees. The below review presented here endowed with role of various aspects of IR like collective bargaining, worker participation, trade union and labour legislation in human resource management. Industrial relation is an essential predictor of organization success (Goolsarran, 2006). A large body of literature has positive effects of good industrial relations on company performance, competence and efficiency which underscore the consequence of industrial relations in organizational success (Fashoyin, 2004; Pyman *et al.,* 2010). Silva (1998) observed that cordial industrial relations is one that creates an favorable environment to economic efficiency and the motivation, productivity and development of the employee, and generates employee loyalty and mutual trust. On the other hand, Antonioli *et al*. (2011) found that the role of innovation activities on workers' well being with good quality industrial relations emerge as mediating factors that reinforce, in a positive way,. Dayal, Mehar, Karim, Gupta and Saxena, Daleda and Arya have analysed various aspects of industrial relations in public sector. These studies also recommended various direct and indirect measures to secure and maintain harmonious relations between the labour and the management. Pais et al. has made comparative study of industrial relations in the private and public sectors, and found considerable difference in the working conditions and industrial relations between the two sectors. Khurana found that industrial relations have progressively deteriorated in both the sectors, but the speed of deterioration has been relatively greater in the public sector.

RESEARCH METHODOLOGY

The way to solve the research problems is called the research methodology. A number of alternative approaches and practices are included in research methodology which is also known as a science because it's understood how a research will be scientific.

OBJECTIVE OF THE STUDY

1. To identify the major problems faced by organisation in respect of industrial relations.
2. To suggests the measures for healthier industrial relation in an organisation.

ANALYSIS OF THE STUDY

The objective of this paper is to identify the major problems faced by organisation in respect of industrial relations. So, this paragraph fulfills this objective with various studies which is related to the major problems faced by organisation in respect of industrial relations.

S. D. Punekar, (1952) originated that there are a lot of blemish in the industrialized relation system in India. The main defects are; (1) inadequate communication channel between an employer and employees at the lowest level. (2) The development of employer's and employer's organisation is unequal. To get the certain advantages over the workers, employers have prepared themselves into influential bodies. The other side defines that the workers are poor and they come from different cultural background and are led by politicians. Worker trade union in India has not reached such a position to contribute effectively to the development of harmonious relation in the industrial sphere.

Myers Charles (1985) conducted a study on the scene of industrial relation and found that the relationship between the employers and employees has unfortunately not been developed on a scientific basis. Ramana Rao's, (1982) the study had probed into the reasons for labour management conflict and observed that the main reason for conflicts between labour and management was due to lack of proper organizational structure, lack of understanding on the part of management and inauspicious attitudes of trade union leaders towards the industrial relations.

S.D.Punkar, (1969) found that the failing of industrial relation deceit in the lack of consistency and meagerness of labor legislation. Multiplicity of unions and lack of imminence between trade union leaders' facade additional problems to the harmonious relationship between employers and employees.

Monga, (1980) stated that one of the most potent reasons responsible for doleful state of industrial relation conceivably is the pseudo-perception of self by employer, that is, they consider themselves superior to common man, for they formulate policies, execute decisions, guide and control activities and the work place is theirs, the material is theirs, the machinery is theirs, the product are theirs, so consequently is the risk of losing all these. Thus we may articulate that a loop fissure is present in the industrial relation which is needed to be checked.

Challenges in Participatory Decision-Making: A Hurdle for Organizational Growth Participatory

decision-making is a valuable approach that can foster a sense of ownership and engagement among employees. However, several challenges can hinder its effectiveness. Here are some common obstacles that organizations may face:

1. **Confusion and Lack of Clarity**

When multiple stakeholders are involved in the decision-making process, it can lead to confusion and a lack of clarity about roles, responsibilities, and expectations.

2. **Time-Consuming and Costly**

The participatory decision-making process can be time-consuming and costly, especially if it involves multiple meetings, discussions, and consultations.

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3. Limited Opportunities for Employee Input

In some organizations, management may not provide adequate opportunities for employees to share their ideas and suggestions, which can lead to feelings of disengagement and demotivation.

4. **Suggestions Ignored or Dismissed**

When employees' suggestions are ignored or dismissed, it can lead to frustration and disillusionment, making them less likely to participate in future decision-making processes.

5. Distraction from Core Responsibilities

The participatory decision-making process can divert employees' attention away from their core responsibilities, leading to decreased productivity and performance.

6. Lack of Creative and Innovative Solutions

If employees are not empowered to think creatively and provide innovative solutions, the organization may miss out on valuable ideas and perspectives.

7. Criticism and Defensiveness

When employees and managers criticize each other's ideas, it can create a toxic environment and hinder the decision-making process.

8. Lack of Trust in Employee Capabilities

Some managers may believe that employees are not capable of providing valuable suggestions or solutions, which can limit their opportunities for participation.

9. Employee Reluctance to Contribute

Employees may feel hesitant to contribute to the decision-making process due to fear of criticism, rejection, or lack of confidence in their abilities.

By understanding these challenges, organizations can take steps to address them and create a more inclusive and participatory decision-making process that leverages the collective wisdom of their employees.

FINDINGS

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. However, organisations where industrial relations are strained, the organisations have to face lot of problems. The atmosphere of such organisations is always surcharged with industrial unrest leading either to strikes or lockouts. Thus, the organisations which ignore the importance of industrial relations face high cost of production. Adverse effect on efficiency, low-grade production, negligence in the execution of work, absenteeism among the workers, high rate of labour turn-over etc. are the evils that result from poor industrial relations.

MEASURE FOR IMPROVING INDUSTRIAL RELATION

Good and harmonious industrial relations create a sense of belongingness and group-cohesiveness among workers and also a congenial environment resulting in less industrial unrest, grievances and disputes. This will ensure optimum use of resources, both human and materials, eliminating all types of wastages. Good industrial relations, built-in mutual cooperation and common agreed approach motivate one to contribute one's best, result in higher productivity and hence income, give more job satisfaction and help improve the morale of the workers. Narshimha Rao, (1982) in his study pointed out that a separate department for industrial relations should be created to look into the problems of industrial relations and to promote cordial relations between the respondents and management. Alexander M., (1990) in his study observed that industrial relations are achieved by avoiding or preventing industrial disputes. The employer should provide various facilities to the respondents. The worker's union should recognize that political party should not interfere in the industrial relations matter. St. Joseph (1990) observed that work committees can be formed and suggestion scheme should be introduced. Trade union leaders should co-operate among themselves. Canteen committee should be reviewed. The management can hold joint meetings with the staff and union officials in resolving various issues. Some financial incentives can be given to the outstanding workers who show loyalty, sincerity and regularity in their work. Bikash Bhadury, (2000) in his study propounds that Total Productive Maintenance (TPM) is a practical technique specifically for manufacturing organisations. TPM should have the following characteristics such as continuously developing knowledge and skills of the workmen, so that they take initiative in information sharing, developing workers' knowledge, developing positive attitude among respondents, and total employee involvement through small group activities Dinesh Kumar Srivastava, (2003). Dr. Hitesh J. Shukla, (2004) observed that a unit should try to introduce scientific control and management system of their material input, work, and time study of the worker will motivate them to work smart, overall control should vest with the management. The following measures can be adopted for improving industrial relations in an organisation.

1. Sound personnel policies
2. Participative management
3. Responsible unions
4. Employee welfare
5. Grievance procedure
6. Constructive attitude
7. Proper communication channel
8. Worker education and training programmes

LIMITATION AND FUTURE RESEARCH DIRECTIONS

The most evident limitation of this study is its narrow extent i.e. use of industrial relation concept is discussed in performing only three IR practices (collective bargaining, Trade unions and worker's participation). Hence future research should comprise the role of these approaches in conducting various other industrial relations practices.

CONCLUSION

From the review of literature, it is concluded that Industrial Relation Management is very important to make healthier

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relationship between various groups within organization. The main issues involved in this study are collective bargaining, trade unions, worker participation in management and labour legislations which are important aspects for any organization to make healthier relationship and to increase performance, involvement and commitment of employees. Various studies on these aspects are accessible separately, but no combined study is available targeting all these issues. So, the researcher is intended to carry the research on all these issues collectively.

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