



PRACTICES OF INDUSTRIAL RELATIONS IN AN INDIAN SUGAR INDUSTRY: AN EMPIRICAL STUDY

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INTRODUCTION

'JUPITER' sugars India LTD was founded in the year 1941 in southern India as a private sugar factory. Later it has enhanced its production from 1000 TCD to 8500 TCD in the year 1962. It was amalgamating of many sub units and multi locational products into its main unit. The company has focussed its attention on various projects and substantial resources. Subsequently, they have decided to organise the company into two units one in southern India and one in northern India.

The sugar industry workers today are progressively taught and they know about their duties and rights. The executives need to manage them not merely as factors of production; however as people having human pride and dignity. The goal of sugar industry is to change the traditional perspectives of management and labour towards one another and create mutual understanding and co-operation and work towards accomplishment of common goal. Good industrial relations lead to industrial harmony and increase in production sugar industry. Joint consultation among workers and the board paves the way for industrial democracy and they contribute to the growth of the organisation.

IMPORTANCE OF INDUSTRIAL RELATIONS IN INDIAN SUGAR INDUSTRY

Favourable industrial relations spur the labourers to give amplified output of the sugar industry. Issues are comprehended through shared conversations, workers' participation, suggestion schemes, joint meeting, etc. Righteous industrial relations enhance work proficiency and efficiency of sugar industry. The Profitable industrial relations are consistently the key for the advancement and achievement of any organization as well as for its employees (Schuler, 1989)¹. The need and significance of IR has been discussed with specific points as below:

Superior industrial relations impact employees' commitment emphatically. Accordingly, the industrial harmony lies eventually in a changed point of view toward the part of employers and employees. Therefore it is basic with respect to company leadership, representatives and Government to work out another relationship in consonance with a feeling of accurate democracy. They should figure themselves as associates of the business and the role of workers in such an organization ought to be perceived. This above firm and relationship gets shared remunerating for every one of them and further contributes to good industrial relations.



SELECT REVIEW OF LITERATURE

Sen Gupta and Anil K Sett (2000)² have examined the debate on reforms in industrial relations law in India, which are needed to support its economic liberalization programme. Analyzing a distinctive Indian experience of state intervention in industrial relations, it is opined that the thrust of the reform should be towards highlighting the union recognition and promotion of industrial harmony.

Ratan Sen (2003)³ in his compendium he stated that the study of industrial relations in India, covered several new topics like organizational communication, knowledge workers and their management, voluntary retirement schemes, quality circles and analysis of collective agreements.

Mathur.A.S. (2006)⁴ has opined that the problems of human relationship arising from the sale of services for a wage and working on the premises of employers under their control form the subject matter of industrial relations.

Ram Reddy (2006)⁵ through his study identified the factors which were responsible for the adverse labour management relations in Singareni Collieries and to suggest suitable remedies. The study also aims to evaluate the industrial relations policy of the Government and the processes evolved by it. The researcher ascertains the effectiveness of the various preventive processes adopted in Singareni Collieries for establishing of harmonious labour management relations and the causes for their failure. The study identified the root causes of strikes in Singareni Collieries and suggests measures for minimizing the industrial unrest.

Rezual Hua (2006)⁶ has analysed the present scenario of Indian Industrial Relations equitable. The industrial relations should be considered as an essential part of management systems and techniques and not as a discipline or activity apart from management. This report scrutinizes the three main approach, economic rationalism, civil libertarianism and equal employment opportunity and social justice too. Further, the study identified that there is an inequality of Industrial relation such as child labour, cross culture management, trade union wage discrimination and individualism.

OBJECTIVES

The specific objectives of this paper are ;

- I. to assess the contemporary patterns industrial relations such as (i) collective bargaining; and (ii) grievance handling mechanism in 'JUPITER' Sugars India Limited;
- II. to measure the level of satisfaction/dissatisfaction of employees/workers towards the

contemporary patterns of collective bargaining and grievance handling mechanism in 'JUPITER' Sugars India Limited;

- III. to identify the reasons for the dissatisfaction of employees/workers towards the contemporary patterns of collective bargaining and grievance handling mechanism in 'JUPITER' Sugars India Limited; and
to offer the feasible ways and means to streamline and contemporary patterns of collective bargaining and grievance handling mechanism in 'JUPITER' Sugars India Limited.

RESEARCH METHODOLOGY

The methodology consists of data collection from primary as well as secondary source. Through the survey method, the firsthand information was collected from 60 sample respondents from the study unit.

Sample design and size

A purposive-cum-convenient sampling technique was followed and 60 respondents were chosen as sample respondents from the study unit.

Analysis of the data

The information collected from the sample respondents was processed and tabulated scientifically and several statistical tools like (i) independent sample t-test; (ii) weighted mean scores; and (iii) ANOVA are calculated at appropriate levels.

The Limitations

1. The study is confined to only one sugar unit;
2. The size of the sample is 60 only where the number is very meagre.

RESEARCH FINDINGS

1. The present collective bargaining procedure is making enormous delay for discussion and for finding out the solutions for the problems, since the management or the management representatives have to discharge multiple responsibilities in the organisation and the time sparing for attending this procedure is also minute(53.33%).
2. The management is not at all sticking on to the collective agreements which are compiling in collective bargaining procedure and utterly deviating the collective agreements. As a result, the employees/ workers are forced to be resorted for strike (48.33%).
3. Total charter of demands put forth by the workers is not addressed in the collective bargaining process. Only part of them are



addressed by the management. Hence, for the next schedule of collective bargaining process, the items to be discussed in the process are becoming huge (43.33%).

4. Both the management and the management representatives are not able to properly understand the grievances of employees/workers and hence there is big gap in the understanding level of the grievances of workers (38.33%).
5. The designated officials for whom the management appointed for handling grievances are not positively appraising the employees grievances to the management not and hence the grievance are not able to be redressed positively on time (36.66%).

SUGGESTIONS

1. The process of collective bargaining must expedited on war footing basis. Time schedules are to fixed for discussion and negotiation of each item on scientific basis. For ex: 7 days of time should be fixed for addressing a minor issue in the process of collective bargaining. Similarly 15 days should be fixed for addressing a major problem or any other problem in the process. The solutions identified in the collective bargaining process should be intimated to the concerned employee within 24 hours of the completion of collective bargaining process. Further, the multiple responsibilities lies on the shoulders of management and management representatives should be decentralized and the same may be entrusted to designated officers. So that the multiple responsibilities lies on the heads of the management and management representatives would be reduced and they can freely concentrate on the various issues to be discussed in collective bargaining.
2. The collective agreements which are compiled with the mutual concern of employees and the management should be uploaded in the company's website for want of transparency. So that the unnecessary mis-understandings and deviations between employees and the management can be wiped out.
3. Before entering into the collective bargaining process the total charter of demands demanded by the employees/workers should be transparently incorporated into the agenda of the collective bargaining process and the same may be uploaded into the company's

website also. Further, almost all the demands demanded by the employees should be solved without single exception. So that the leftover demands cannot be accumulated to the forth coming process of collective bargaining.

4. The management or the representatives of management should properly understand the grievances of the employees sympathetically. Further, they should have positive attitude towards the redressal of the employee's grievances. So that the functional distance between the employees and the management can be wiped out.
5. While undertaking the process of grievance handling mechanism, the concerned officials or the representatives of the management should positively appraise the work performance, caliber and characteristics of the concerned employees whose matters are discussing in the collective bargaining process. So that the concerned officials will have positive attitude on the grievances of the employees and they can sympathetically consider their grievances and find out reasonable solutions for the same.

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