THE ORGANISATIONAL TYPE IS ALSO A SIGNIFICANT FACTOR OF IMPACT TO BE CONSIDERED IN INDUSTRIAL RELATIONS.

Dr. S. Ramesh *
Dr. S. Pruthviraja Pande **

Abstract : *This Study was conducted on the Study and the Impact of Industrial Relations on Quality and Productivity in Manufacturing Industries in Karnataka State. As the study was made on all types of Industries like Government Sector, Public Sector and Private Sector Industries, the analysis and the inferences comparatively among all these sectors have significant variance and the responses from the respondents is resulting to a derived and proved evidence to strengthen the statement that there is an Impact of the Type of Organisation which is a significant factor to be considered in Industrial Relations. The Study concludes inferring from the analysis of this Objective, the conclusion is drawn that the type of the organisation – Government, Public Sector or Private Sector – is an important factor in deciding the parameters of industrial relations.*

Key Words : *Industrial Relations, Organisation, Manufacturing Industries, Type of Organisation*

Introduction : In any organisation, Industrial Relations is one tool which enhances the production, inter-personal relations, better industrial relations between the management and the working staff along with better performance, updation of skills, technology including training and motivations. However, there are some facts that influence Industrial Relations in any organisation as for as any research study, survey or opinions are concerned. I have Interviewed 10 each randomly selected employees for primary data from 10 Government enterprises, 15 Public Sector Units and 25 Private Sector organisations for the research study.

The samples are drawn from the population of different levels of employees differing in their age profile, gender, educational qualification, working status etc., which is heterogeneous in nature. For this purpose, the population was divided into various homogeneous strata and from these strata, random samples of employee respondents have to be taken. Hence the **Stratified Random Sampling Method** was used for this study by taking **500 as the sample size of respondents.** Stratified sampling techniques are generally used when the population is heterogeneous, or dissimilar, where certain homogeneous, or similar, sub-populations can be isolated (strata). The sample size of 500 respondents is categorized as under:

Dr. S. Ramesh* - *Dean and Professor, Mount Carmel College, Bangalore, Karnataka State*
Dr. S. Pruthviraja Pande* - *Visiting Professor, Bangalore University, Bangalore, Karnataka State*

Table No.1 – No. of Respondents in different types of Companies

Company Type	No. of Respondents
Government Companies	100
Public Sector Companies	150
Private Sector Companies	250
Total No. of Respondents	**500**

The data collected has been tabulated and analysed to arrive at inferences in this chapter. Statistical tools such as tabulation & diagrammatic/graphical presentation of the data collected, and analytical tools like ratios, percentages are used in this Study. Graphical representation of data has been carried out with the help of MS-EXCEL software. Since the Study has more than 50 variables to be covered, these are grouped into several Factors and this has been achieved with the help of Factor Analysis using SPSS software. This software programme is extensively used to draw various bi-variate frequency distributions involving two variables & correlation coefficients between related variables. Hypothesis Testing is carried out by using Analysis of Variance procedures & Levene's Statistic. The study of the association between related attributes is analysed with the help of the Spearman's Correlation Coefficients.

Various demographic variables are included in the Study to ascertain their effect on industrial relations existing in an organisation. Following is the list of the demographic variables covered by the Study.

A] Age of the respondents B] Gender of the respondents C] Qualification of the respondents D] Grade of Employment of the respondents and E] Scale of Employment of the respondents.

OBJECTIVES OF THE STUDY

1. To analyze the impact of Industrial relations (IR) on the parameters of quality and production in manufacturing industries.
2. To study whether the respondents differ significantly on their opinion on Industrial Relations based on demographic variables like qualification, grade of employment, scale of employment etc.
3. The organisational type is also a significant factor of impact to be considered in Industrial Relations.
4. To study the impact of IR on Quality of Work Life

The following paragraphs deal with the effect of these demographic variables on the industrial relations in an organisation. The factor Industrial Relations includes the following parameters as per the results of the Factor Analysis conducted: a) Industrial safety requirements b) Motivation by superiors c) Stress on enhancement of work skills d) Better communication channels e) Communication of Information f) Training g) Presence of inputs and h) Grievance Cell

The responses given by the sample employees of the organisations are assumed to not to vary significantly based on the demographic variables

on the Industrial Relations in organisations in the form of null hypothesis for testing the significance.

The Study covered the respondent employees in three different types of organizations, Government Companies, Public Sector Companies and Private Sector Companies. The present Objective aims to study whether the type of organisation is an important and significant factor to be considered in defining Industrial Relations.

The analysis is carried out in the following paragraphs:

(1) The analysis of the responses by the respondent employees of different types of organisations on the parameter viz., the Industrial Safety Requirements of Industrial Relations:

The analysis is carried out by considering the opinions of the respondent employees of different types of organisations in the form of ratings over a 5-point scale on the parameters of Industrial Relations identified with the help of the Factor Analysis. The results are presented in the following paragraphs:

Table No. : Table showing the opinion of the respondent employees belonging to different types of organisations on the Industrial safety requirements

Company Type		Opinion on Industrial safety requirements					Total
		Not True	Partly True	True	Very True	Not Sure	
GOVERNMENT	No. of Respondents	12	10	49	18	11	100
	% within Company Type	12.0%	10.0%	49.0%	18.0%	11.0%	100.0%
	% within the parameter	57.1%	14.3%	16.7%	20.0%	44.0%	20.0%
	% of Total	2.4%	2.0%	9.8%	3.6%	2.2%	20.0%
PUBLIC SECTOR	No. of Respondents	3	15	101	30	1	150
	% within Company Type	2.0%	10.0%	67.3%	20.0%	0.7%	100.0%
	% within the parameter	14.3%	21.4%	34.4%	33.3%	4.0%	30.0%
	% of Total	.6%	3.0%	20.2%	6.0%	.2%	30.0%
PRIVATE SECTOR	No. of Respondents	6	45	144	42	13	250
	% within Company Type	2.4%	18.0%	57.6%	16.8%	5.2%	100.0%
	% within the parameter	28.6%	64.3%	49.0%	46.7%	52.0%	50.0%
	% of Total	1.2%	9.0%	28.8%	8.4%	2.6%	50.0%

TOTAL	No. of Respondents	21	70	294	90	25	500
	% within Company Type	4.2%	14.0%	58.8%	18.0%	5.0%	100.0%
	% within the parameter	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	4.2%	14.0%	58.8%	18.0%	5.0%	100.0%

SOURCE : Primary Data

The findings of the above table are as follows:

- Of the 500 respondents in all, 294 respondents constituting 58.8% of the total, are fully concurring with the opinion that the parameters viz., Government and Labour Ministry sponsored Schemes like fire fighting, First Aid, Medical Facilities, measures for checking Industrial Hazards like pollution, accident are strictly adopted in the organization. The percentage of respondents who are concurring with the truthfulness of these parameters has been worked out to 90.8. Only 4.2 percent of the respondents are differing in their perceptional ratings of the parameters and remaining 5 percent are not sure of taking either side of the opinion.

- The study covered 100 respondents from the Government organizations. Of these 100 respondents, 49 are of the opinion that the statements on the parameters of industrial relations in an organization are true and they concur with these statements. Ten of these respondents are partly concurring with these statements. The number of respondents who strongly concur with these parameters are 18. The number of respondents who do not concur are 12 and those who are not sure of their opinion are 11.

- The study covered 150 respondents from the Public Sector organizations. Of these respondents, 101 constituting 67.3 percent of the respondents are concurring with the parameters of industrial relations. In all, 146 respondents with 97.33 percent are concurring with the truthfulness of the parameters of industrial relations. Only 2 percent of the respondents are not concurring with these parameters and a very low percentage of 0.7 respondents are in dilemma as to whether they have to concur or to differ with these parameters.

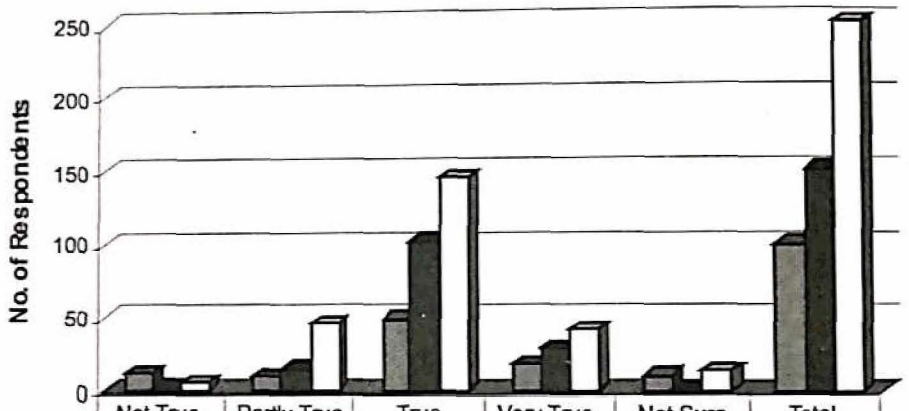
- The number of respondents from Private Sector organizations that the study has considered is 250. This represents 50 percent of the sample size. Of these 250 respondents, 231 respondents

constituting 92.4 percent are concurring with the truthfulness of the parameters of industrial relations. Only 2.4 percent of these respondents are not agreeing with these parameters and 5.2 percent have not decided of their decision to concur or to differ with these parameters.

- Among the respondent employees from the Government organizations, 77 percent of them are concurring with the truthfulness of the statements on the parameters of the industrial relations prevailing in their organizations.
- Of the respondent employees from the Public Sector organizations, 97 percent of them concurring with the truthfulness of the statements on the parameters of the industrial relations prevailing in their organizations.
- Among the respondent employees of the Private Sector organizations, 92 percent of them are concurring with the truthfulness of the statements on the parameters of the industrial relations prevailing in their organizations.

All these findings are summarized and are presented in the following graph:

Chart showing the opinion of respondents on safety requirements



	Not True	Partly True	True	Very True	Not Sure	Total
Government	12	10	49	18	11	100
Public Sector	3	15	101	30	1	150
Private Sector	6	45	144	42	13	250

Inference : All the above findings indicate that the type of the company is a significant factor in analysing the parameters of industrial relations. It is seen that more than 75 percent of the employee respondents in all the three types of organizations are very vocal in expressing their opinions on the truthfulness of the parameters of industrial relations.

Further to these analyses of the data pertaining to industrial relations, the Study also interested to bring in

whether the type of organization has a significant impact on the parameters of industrial relations. This is carried out with the help of testing of the hypothesis concerned.

Hypothesis Testing : The hypothesis whether the type of the organizations has a significant impact on the parameters of industrial relations is tested as follows:

Null Hypothesis : There is no significant impact of the type of the organizations on the parameters of industrial relations.

Alternative Hypothesis : There is a significant impact of the type of the organizations on the parameters of industrial relations.

Level of Significance : 0.05.

The results of Analysis of Variance of the type of the organizations on the parameters of industrial relations are as follows:

ANOVA between the Parameters of Industrial Relations and the Type of the Companies

Parameters of IR		Sum of Squares	df	Mean Square	F	p-value
Industrial safety requirements	Between Groups	0.083	2	0.041	0.060	0.942
	Within Groups	342.349	497	.689		
	Total	342.432	499			
Motivation by superiors	Between Groups	3.363	2	1.681	2.420	0.090
	Within Groups	345.299	497	.695		
	Total	348.662	499			
Stress on enhancement of work skills	Between Groups	5.485	2	2.742	3.138	0.044
	Within Groups	434.313	497	.874		
	Total	439.798	499			
Better communication channels	Between Groups	3.267	2	1.633	1.692	0.185
	Within Groups	479.683	497	.965		
	Total	482.950	499			
Communication of Information	Between Groups	1.634	2	.817	0.751	0.473
	Within Groups	540.916	497	1.088		
	Total	542.550	499			
Training	Between Groups	.248	2	.124	0.132	0.877
	Within Groups	468.064	497	.942		
	Total	468.312	499			

Presence of inputs	Between Groups	.248	2	.124	0.187	0.830
	Within Groups	329.704	497	.663		
	Total	329.952	499			
Grievance Cell	Between Groups	4.345	2	2.172	1.442	0.237
	Within Groups	748.567	497	1.506		
	Total	752.912	499			

Test Results:

The null hypothesis only in case of "stress on enhancement of work skills" is rejected as the p-value for this parameter is 0.044 and is less than the specified level of significance. Therefore, the type of the company has a significant impact on the "stress on enhancement of work skills".

In the case of all other parameters, the p-values are all higher than the level of significance specified (0.05) and hence the null hypothesis is accepted. In this case, the type of the company has no significant impact on the other parameters of industrial relations viz., the industrial safety requirements, motivation by superiors, better communication channels, communication of information, training, and presence of inputs and Grievance Cell.

DATA ANALYSIS OF INDIVIDUAL PARAMETERS OF INDUSTRIAL RELATIONS:

The data analysis of the parameters of industrial relations individually with the type of the organizations is carried out and the results are as follows :

(1). Data analysis of the type of organization vis-à-vis Industrial Safety Requirements in the organization:

The data are tabulated as under :

	Opinion on Industrial Safety Requirements					
	Not True	**Partly True**	**True**	**Very True**	**Not Sure**	**Total**
Government	12	10	49	18	11	100
Public Sector	3	15	101	30	1	150
Private Sector	6	45	144	42	13	250
Total	21	70	294	90	25	500

SOURCE : Primary Data

It is seen from the above table that a very significant 454 number of respondents constituting around 91 percent of the total respondents are agreeing with the parameters of industrial relations in their organizations. The percentage of respondents in Government organizations is worked out to 77, in Public Sector organizations it is 97 percent and in Private Sector organizations the percentage is worked out to around 92.

Inference : This clearly proves that the respondents are aware of the industrial safety requirements in their organizations and are opting them as well. This opinion is expressed by more than 75 percent of the respondents in all the three types of the organizations.

(2). Data analysis of the type of organization vis-à-vis Motivation by Superiors in the organization:

The data for analysis are as follows:

	Opinion on Motivation by Superiors					
	Not True	Partly True	True	Very True	Not Sure	Total
Government	10	25	45	12	8	100
Public Sector	4	28	91	25	2	150
Private Sector	8	39	150	40	13	250
Total	22	92	286	77	23	500

SOURCE : Primary Data

It is seen from the above table that a very significant 455 number of respondents constituting 91 percent of the total respondents are agreeing with this parameter of industrial relations in their organizations. The percentage of respondents in Government organizations is worked out to 82, in Public Sector organizations it is 96 percent and in Private Sector organizations the percentage is worked out to around 92.

Inference : This clearly proves that the respondents are aware of the importance of the Motivational strategies to be adopted by the senior levels of management in their organizations and are also concurring with this parameter. This is evident from that fact that more than 80 percent of the respondents in all the three types of the organizations have concurred with this parameter.

(3). Data analysis of the type of organization vis-à-vis Stress on Enhancement of Skills in the organization:

The data for analysis are as follows:

Opinion on Stress on Enhancement of Work Skills						
	Not True	Partly True	True	Very True	Not Sure	Total
Government	6	18	52	12	12	100
Public Sector	7	26	88	25	4	150
Private Sector	26	57	122	31	14	250
Total	**39**	**101**	**262**	**68**	**30**	**500**

SOURCE : Primary Data

It is seen from the above table that a very significant 397 number of respondents constituting 79.40 percent of the total respondents are agreeing with this parameter of industrial relations in their organizations. The percentage of respondents in Government organizations is worked out to 65, in Public Sector organizations it is 90 percent and in Private Sector organizations the percentage is worked out to around 79.

The above table provides the information that a very significant 431 number of respondents constituting 86.20 percent of the total respondents are agreeing with this parameter of industrial relations in their organizations. The percentage of respondents in Government organizations is worked out to 82, in Public Sector organizations it is around 93 percent and in Private Sector organizations the percentage is worked out to 84.

Inference : This clearly proves that the respondents are aware of the importance of the Stress that they undergo when there is an insistence on the enhancement of work skills for the workers/employees. The respondents have understood this importance and have concurred with this parameter. This is evident from that fact that more than 80 percent of the respondents in all the three types of the organizations have concurred with this parameter.

(4). Data analysis of the type of organization vis-à-vis better Communication Skills in the organization:

The data considered for the analysis are:

Opinion on Better Communication Channels						
	Not True	Partly True	True	Very True	Not Sure	Total
Government	15	29	40	8	8	100
Public Sector	11	34	91	7	7	150
Private Sector	28	48	122	35	17	250
Total	54	111	253	50	32	500

SOURCE : Primary Data

The data in the above table indicate that a large number of respondents to an extent of 414 constituting 82.80 percent of the total respondents are agreeing with this parameter of industrial relations in their organizations. The percentage of respondents in Government organizations is worked out to 77, in Public Sector organizations it is 88 percent and in Private Sector organizations the percentage is worked out to around 82.

Inference: This clearly proves that the respondents are aware of the importance of better communication skills for the workers/employees. The respondents have understood this importance and have concurred with this parameter. This is evident from that fact that more than 75 percent of the respondents in all the three types of the organizations have concurred with this parameter.

(5). Data analysis of the type of organization vis-à-vis Communication of Information in the organization:

The data are as follows:

Opinion on Communication of Information						
	Not True	Partly True	True	Very True	Not Sure	Total
Government	21	15	45	5	14	100
Public Sector	9	24	93	18	6	150
Private Sector	30	46	120	31	23	250
Total	60	85	258	54	43	500

SOURCE : Primary Data

Inference : This clearly proves that the respondents are aware of the importance of the flow of information at all levels in the organizations known as communication of information. Different strategies to be adopted by the senior levels of management in their organizations to inform their staff about their benefits and consequences are required to maintain harmonious relations between the staff and the management. The respondents know the importance of communication of information and this is evident from that fact that more than 60 percent of the respondents in Government organizations and more than 75 percent in Private and Public Sector organizations have concurred with this parameter.

(6). Data analysis of the type of organization vis-à-vis Training in the organization:

The data are as follows:

Opinion on Communication of Information						
	Not True	Partly True	True	Very True	Not Sure	Total
Government	13	21	41	11	14	100
Public Sector	6	34	87	21	2	150
Private Sector	21	58	124	27	20	250
Total	40	113	252	59	36	500

SOURCE : Primary Data

The data in the above table indicate that a large number of respondents to an extent of 424 constituting 84.80 percent of the total respondents are agreeing with this parameter of industrial relations in their organizations. There are 73 percent of respondents in Government organizations, 94.66 percent in Public Sector organizations and in Private Sector organizations the percentage is worked out to around 83.60.

Inference : This clearly proves that the respondents are aware of the importance of Training for the workers/employees. The respondents have understood this importance and have concurred with this parameter. This is evident from that fact that more than 70 percent of the respondents in Government organizations have concurred with this parameter and more than 80 percent of the respondents in Public & Private sector organizations have concurred with this parameter. The awareness of necessity of Training in improving the industrial relations is high among the respondents of Public & Private sector organizations than in the Government organisations.

(7). Data analysis of the type of organization vis-à-vis Presence of Inputs in the organization :

The data are as follows :

Opinion on Presence of Inputs						
	Not True	Partly True	True	Very True	Not Sure	Total
Government	8	7	64	17	4	100
Public Sector	1	25	87	35	2	150
Private Sector	14	30	143	50	13	250
Total	23	62	294	102	19	500

SOURCE : Primary Data

The data in the above table indicate that a very large number of respondents to an extent of 458 constituting 91.60 percent of the total respondents are agreeing with this parameter of industrial relations in their organizations. There are 88 percent of respondents in Government organizations, 98 percent in

Public Sector organizations and in Private Sector organizations the percentage is worked out to around 89.20.

Inference : This clearly proves that the respondents are aware of the importance of presence of required inputs in the organisations This is evident from that fact that more than 85 percent of the respondents in all the three types of organizations have concurred with this parameter.

(8). Data analysis of the type of organization vis-à-vis Presence of Grievance Cell in the organization:

The data are as follows :

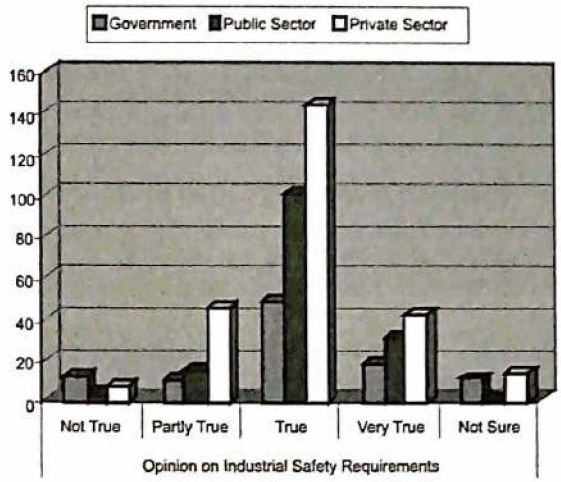
Opinion on Grievance Cell						
	Not True	Partly True	True	Very True	Not Sure	Total
Government	25	20	34	7	14	100
Public Sector	23	16	78	18	15	150
Private Sector	57	34	105	23	31	250
Total	105	70	217	48	60	500

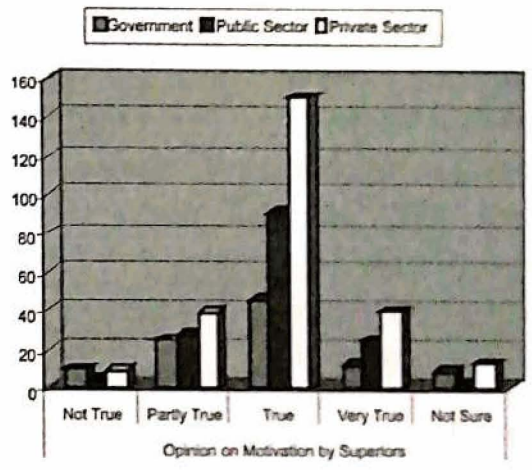
SOURCE : Primary Data

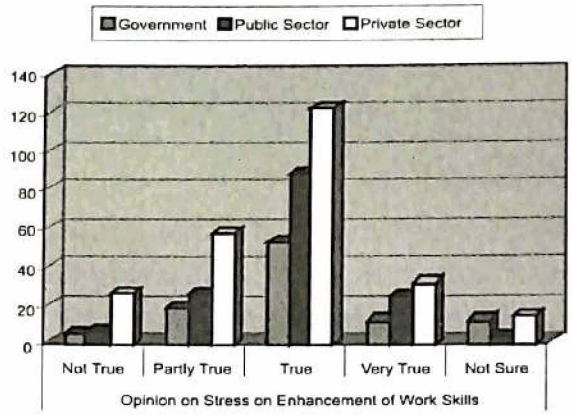
It is seen from the above table that a number of respondents to the extent of 335 out of the sample size interviewed constituting 67 percent are concurring over the requirement of Grievance Cells in their organisations. The percentage of respondents in Government organizations is worked out to 61, in Public Sector organizations it is 74.66 percent and in Private Sector organizations the percentage is worked out to around 64.80.

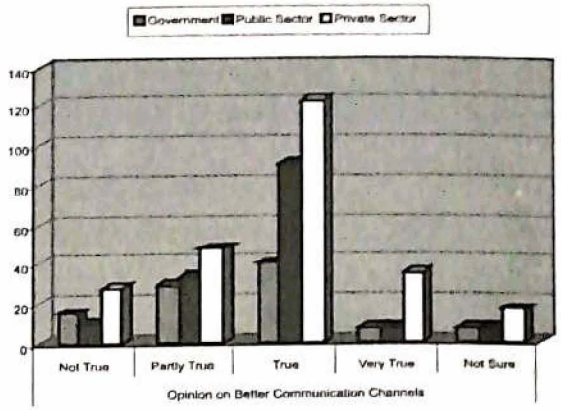
Inference : This clearly proves that the respondents are aware of the importance of the presence of Grievance Cells to handle their work & personal related grievances. More than 60 percent of the respondents in all the three types of organizations have concurred with this parameter.

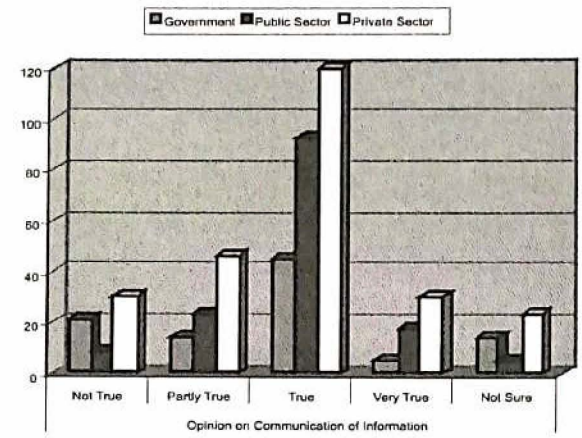
These details are shown in the following graphs as well:

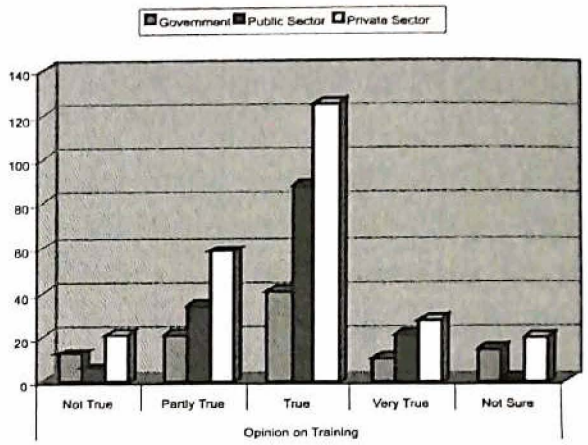


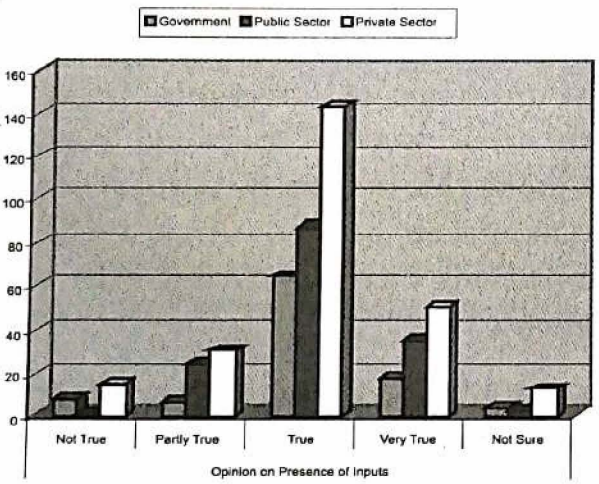


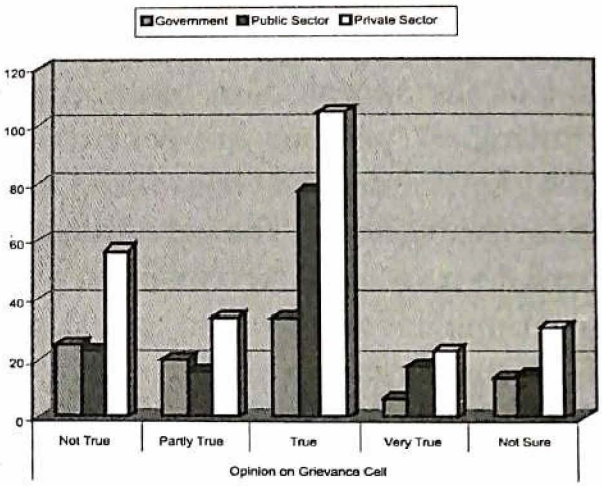










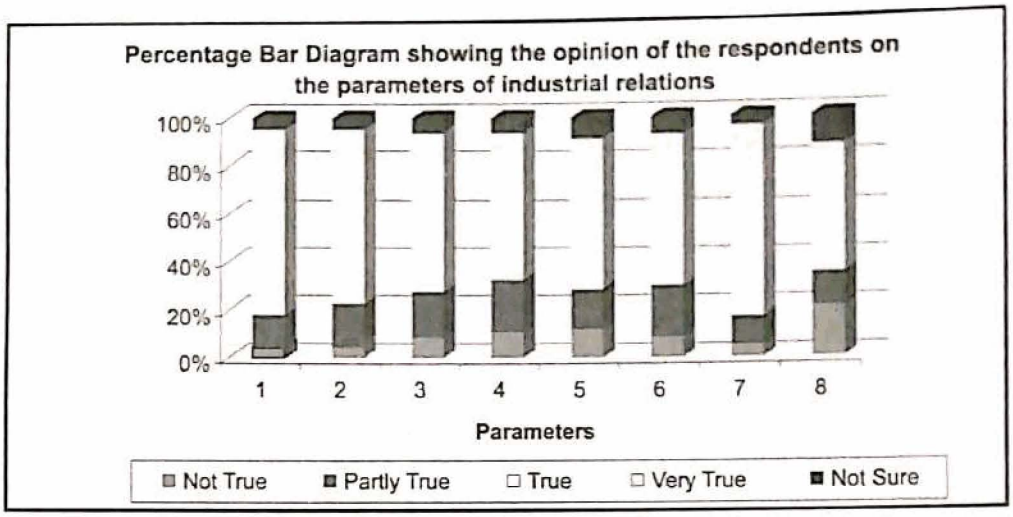


Apart from the analysis of the individual parameters of industrial relations based on the type of organisations that the respondents are working in, an attempt is made to know the overall percentage of respondents & their preferential ratings on these parameters in the following paragraphs:

Following graph is a percentage bar diagram which shows the percentage of respondents and their opinion on the following parameters of industrial relations:

1. *Industrial safety requirements*
2. *Motivation by superiors*
3. *Stress on enhancement of work skills*
4. *Better communication channels*

5. *Communication of Information*
6. *Training*
7. *Presence of inputs*
8. *Grievance Cell*



From the above diagram, the following inferences are drawn:

- Almost 80 percent of the respondents are concurring with the statements on all the parameters of industrial relations in the organizations.
- A very less percentage to an extent of almost 10 percent of the respondents are not in agreement with the statements on the parameters except in the parameter of presence of Grievance Cell in the organizations where the percentage touches almost 20%.
- Another 10 percent of the respondents are in a predicament as to which side they can chose for – whether to concur or to differ with reference to the statements on the parameters of industrial relations.

CONCLUSION : From the analysis of this Objective, the conclusion is drawn that the type of the organisation – Government, Public Sector or Private Sector – is an important factor in deciding the parameters of industrial relations.

Reference :

1. Stephen P. Robbins, "Organisational Behaviour", New Delhi, Prentice Hall of India, 1989
2. Goodman and Kurke, "Studies of Change in Organisations – a Status Report", Change in Organisations, San Fransisco, Jossey Bass, 1982
3. Kapoor T N. "Personnel Management and Industrial Relations in India", N.M. Tripathi Printers [P] Ltd, Bombay, 1968
4. Meg Issac Sternberg, "Organisational Model of Human Resource Planning", Baltimore Publications, 1984

5. Richard I. Hinderson, "Performance Appraisal" a Reston Book, Prentice Hall, 1984

6. Jerry L. Gray and Freedrick A. Starke, "Organisational Behaviour – Concepts and Applications" Columbus, Merril Publishing Company, 1988

7. Stephen P. Robbins, "Organisational Behaviour –Concepts, Controversies and Applications" New Delhi, Prentice Hall of India, 1989

8. Schermen\rhorn, et, al., "Managing Organisational Behaviour" New York, John Wiley & sons, 1985.

****