

**INDUSTRIAL RELATIONS AND ITS IMPACT ON WORKING OF THE COMPANY****Arun P Pardhi***(Research Student)****Abstract***

In today's dynamic business environment, every organization wishes to be a successful organization. Making an organisation successful cannot be possible without the involvement and support of Human Resource (herein after referred to as HR). The HR is the most important asset (man power) for any company and hence it is known as life blood of any organization. The success of any organization depends upon the involvement, vision and performance of their HR. For a question to find out the most important difference between ordinary organization and successful organization, the only right answer would be their HR. Every organization wishes to have quality people and to prove this greatest challenge of every organization that to recruit competent, potential and right people in right place the HR is the only solution. As to run the organisation rightly employee and employer both are important as they are the two sides of the same coin and cannot operate without the desired services of the other likewise to run the organisation in smooth way HR is required who can take care and protect the interest of both the management as well as the employees. Depending upon the policies framed by HR considering the factors like Industrial Relations, Employee Welfare, Employee Motivation, Qualitative and Efficient production, Employee Satisfaction etc. the industrial environment differs from organisation to organisation. HR is a process of treating employees as human being, hence while framing any policy HR has to be very careful to prove the principles of "Being Human" whereas Industrial Relations (herein after referred to as IR) is a "dynamic socio-economic process". It's a field of relationship that exists because of the necessary collaboration of men and women in the employment process of industry". Practically speaking,

the growth of IR in India is in no way different from that of other parts of the globe. The various stages of IR progressed from primitive stage to factory or industrial capitalism stage. The emergence of tripartite consultative system and voluntary and statutory approach to IR immensely contributed to the growth of a particular system of IR in our country. Also the fast changing technological development, industrial production techniques, and ideological values have brought forth in the industrial world a unique type of employer-employee relationship. For a proper theoretical perspective of IR it seems essential to have a historical review of industrial relations in India. Economists have traditionally and rightly identified four basic factors of production, viz., land labour, capital and organization. The role of labour as a factor of production is becoming increasingly important in the modern society. Capital and natural resource endowments, no doubt, are vital elements in the production process but it is labour which contributes most to the wealth of an organisation. “Human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations and carry forward national development”. Growing industrialization and the rapid expansion of the services sector resulted in the galloping demand for skilled labour. The emergence of the concept of human relations, human resource management (HRM) and human resource development (HRD) contributed to the growing importance of labour. The issue of Industrial Relations arose from the issue of divorce of the workers from the ownership and management of the production process. This has brought about a sense of deprivation and loss of independence on the part of workers and is probably the primary cause of industrial disputes. Industrial work has drastically reduced the independence of workers and made them mere cogs in the machine – a kind of „second class citizens“. The disciplinary rules for work have become quite harsh and arbitrary. The heterogeneous nature of workers, illiteracy and politicization of trade unions made it impossible for the workers to bargain for their rights united. All these factors have led to growing unrest amongst the rank of workers. The term „Industrial Relations“ refers to relationship between Management and Labour or amongst Employees and their Organizations that characterize or grow out of employment. Theoretically speaking, there are two parties in the „employment“ relationship – labour and management. Both parties need to work in a spirit of cooperation, adjustment and accommodation, i.e with the principle hand in hand. . In their own mutual interest certain rules for co-existence are formed and adhered to. Over the years, the State has also come to play a major role in Industrial Relations – one, as and

initiator of policies and the other, as an employer by setting up an extremely large public sector.
There are points to examination of the Industrial Relations:

1. **Employer-Employee Interactions:** Industrial Relations arise out of employer employee interactions. These relations cannot exist without the basic building blocks, i.e., the employer and on one side and the employees on the other side.
Web Of Rules: Industrial Relations are a „web of rules“ formed by the interaction of the government, the industry and the labour. They include the relations between employer and employees and between employers` associations, trade union as well as the State.
2. **Multidimensional:** Industrial Relations are fairly multi-dimensional in nature as they are influenced, by a complex set of institutional, economic and technological factors.
3. **Dynamic And Changing:** Industrial Relations change with the times, generally keeping pace with the expectations of employees, trade union, employers` associations, and other economic and social institution in a society.
4. **Spirit of Compromise and Accommodation:** The Industrial Relations system is characterized by forces of conflict and compromise on either side. In the large interests of society, both the employer and the employees must put out fires amicably and get along with each other in a spirit of compromise and accommodation. The individual differences and disagreements must be dissolved through persuasion and even pressure. The factors responsible for conflict situations need to be resolved through constructive means.
5. **Government's Role:** The government influences and shapes Industrial Relations with the help of laws, rules, agreements, awards of courts and emphasis on usages, customs, traditions, as well as the implementation of its policies and interference through executive and judicial machinery.
6. **Wide Coverage:** The scope of Industrial Relations is wide enough to cover a vast territory comprising of grievances, disciplinary measures, ethics, standing orders, collective bargaining, participatory schemes, dispute settlement mechanisms etc.
7. **Interactive and Consultative in Nature:** Industrial Relations include individual relations and joint consultation between labour, management.

Objective of The Study:

1. To observe the industrial relation operation and satisfaction level of the employees in an organization.
2. To observe the working conditions of the employees.
3. To observe the different welfare schemes provided to the employees.
4. To observe the grievance handling procedure inside the organization.

Effectiveness of Industrial Relation:

Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such interactions are mediated. The concept of industrial relations has a very wide meaning and connotation. In the narrow sense, it means that the employer, employee relationship confines itself to the relationship that emerges out of the day to day association of the management and the labour. In its wider sense, industrial relations include the relationship between an employee and an employer in the course of the running of an industry and may project it to spheres, which may transgress to the areas of quality control, marketing, price fixation and disposition of profits among others. Covers industrial relations with its stakeholders, trade union negotiations, and settlement of industrial disputes.

- To improve the welfare activities in the organization.
- To identify employee grievances and redress them efficiently and promptly.
- To improve the current working conditions of the employees in the organization. □ To develop and maintain employee assistance program in the organization.

Industrial Relations Environment : Industrial Relations studies the relationship between employer and employee in paid employment: the ways in which employees are rewarded, motivated, trained and disciplined, together with the influences of these process on the major institutions involved, namely: management, trade unions and the State. In its wider connotation Industrial Relations means the organization and practice of multipronged relationships between workers and management, unions and workers and the unions and management in an industry. The need for looking at Industrial Relations in a broader context has been recognized in academic as well as business circles. While absence of strikes, lockouts, indiscipline, individual

and collective grievances and restrictive practices have been attributed to existence of Industrial Relations system in an enterprise, these constituted however the negative indicators of Industrial Relations environment. The positive indicators of healthy relationship amongst various internal stakeholders in the organization ought to be productivity, morale, commitment, constructive discipline and heightened sense of belongingness and identity with the vision and values of the organization amongst the employees.

Challenges: Concerns for Industrial Relations cannot be limited to the maintenance of industrial harmony at enterprise level but also to prevailing issues of socioeconomic conditions prevailing in the country at the macro level. Industrial Relations systems and practices therefore must be directed towards responding major challenges surfacing in the new economic order.

Changing Nature of Work: In terms of work itself, the term „workers“ seems increasingly inappropriate. “In the more modern and technologically sophisticated industries, the workers watch panels, push buttons, pull levers and turn a valve or two. Process industry pays them to exercise discretion, not to flex muscle. Their work is becoming increasingly difficult to distinguish from that of supervisors and lower managers. It is no wonder that process industry does not employ workers any longer. It employs operators and technicians.”

Changing Profile of Workers: A social wave is sweeping across our country. The declining power of trade unions, improving pay packets, the willingness of management to accommodate conflicting growing stature of workers in society, their increased levels of education and the emergence of process industries which has changed the very definition of work, have together caused a revolution of perception and aspiration.

The social profile of industrial workers is changing rapidly. Unlike in the early years of our independence, not many come from a background of hardship and deprivation. Workers in the organized sector earn well and like to live well. Their aspirations for their children are no different from those of the middle class. Their eyes are set on upward mobility.

Within industry itself, workers are pushing towards status equality. With a changing social profile, workers are becoming more assertive with their union bosses. They are also demanding more egalitarian treatment at the work place.

- Executive dining rooms are giving way to common canteens.
- There is growing demand that manager at least those who are compensated in some form for extra hours should punch the clock. The reluctance to perform lowly jobs.

- The search for fancy status giving designations -we have „security guards“ and „Sanitary staff“ in place of chowkidars and sweepers.
- The desire for promotion as supervisor or officer even on lower pay.

On a superficial plane, our organizations are moving rapidly towards status equality. Hidden beneath the surface, however, are class distinctions, which manifest themselves in everyday relations and behaviour?

The changes in the emerging international and national business environment, challenges technological changes leading to redundancy of workforce, change in quality of workforce, spell out a new role for the trade unions, the management and the Government. The direction of change in the economy towards free market, places new demands on internal and external stake holders of the organization and necessitates the creation a new Industrial Relations environment.

Conclusion: The organization has adopted a better kind of welfare activities which create an effective working environment and thus better productivity. There is different kind of welfare schemes like medical allowance; death relief fund, insurance, housing and transportation facilities, recreation club etc. are provided by the company to the employees to maintain the industrial relation better one .The premises and the departments are maintained healthy. Also proper safety measures have been adopted in the organization. All matters relating to safety, health and welfare of employees are properly implemented. A better relationship between the employees, trade union and the management has been followed which helps to reduce the problems in the organization and also helps to increase the productivity. It is evident that good industrial relations is the basis of higher production with minimum cost and higher profits. It also results in increased efficiency of workers. Good industrial relations reduce the industrial disputes. Industrial relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labours and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees (labour) and employers (management).Thus industrial relation measures followed should be given prime emphasis which may lead to an effective relationship between management and employees. An effective industrial relation results in the increase of the productivity of the organization.

Better relationship between the employee and employer is very essential for successful running of any organization. Favourable relationship can avoid many adverse situations. With a huge manpower, Rourkela Steel Plant has taken every step to maintain a cordial relation. It has given a thrust on participation of employees through many forums - both traditional and revolutionary. Structured Communication as an important vehicle for carrying the employees and management together has been adopted nicely by RSP to facilitate the flow of information, ensure employees commitment and involvement in all critical aspects of the operation. Of course there are many scopes for improvement. Both management and recognized union should come forward to restore the relationship of trust. The Joint for a need to be more effective. The management also needs to be more committed to implement the plans more properly.