



International Journals of Multidisciplinary Research Academy

Editorial Board

Dr. CRAIG E. REESE

Professor, School of Business, St. Thomas University, Miami Gardens

Dr. S. N. TAKALIKAR

Principal, St. Johns Institute of Engineering, PALGHAR (M.S.)

Dr. RAMPRATAP SINGH

Professor, Bangalore Institute of International Management, KARNATAKA

Dr. P. MALYADRI

Principal, Government Degree College, Osmania University, TANDUR

Dr. Y. LOKESWARA CHOUDARY

Asst. Professor Cum, SRM B-School, SRM University, CHENNAI

Prof. Dr. TEKI SURAYYA

Professor, Adikavi Nannaya University, ANDHRA PRADESH, INDIA

Dr. T. DULABABU

Principal, The Oxford College of Business Management, BANGALORE

Dr. A. ARUL LAWRENCE SELVAKUMAR

Professor, Adhiparasakthi Engineering College, MELMARAVATHUR, TN

Dr. S. D. SURYAWANSHI

Lecturer, College of Engineering Pune, SHIVAJINAGAR

Mr. PIYUSH TIWARI

Ir. Executive, Dispatch (Supply Chain), SAB Miller India (Skal Brewaries Ltd.)

Prof S. R. BADRINARAYAN

Sinhgad Institute for Management & Computer Applications, PUNE

Mr. GURSEL ILIPINAR

ESADE Business School, Department of Marketing, SPAIN

Mr. ZEESHAN AHMED

Software Research Eng, Department of Bioinformatics, GERMANY

Mr. SANJAY ASATI

Dept of ME, M. Patel Institute of Engg. & Tech., GONDIA(M.S.)

Mr. G. Y. KUDALE

N.M.D. College of Management and Research, GONDIA(M.S.)

Editorial Advisory Board

Dr. MANJIT DAS

Assitant Professor, Deptt. of Economics, M.C.College, ASSAM

Dr. ROLI PRADHAN

Maulana Azad National Institute of Technology, BHOPAL

Dr. N. KAVITHA

Assistant Professor, Department of Management, Mekelle University, ETHIOPIA

Prof C. M. MARAN

Assistant Professor (Senior), VIT Business School, TAMIL NADU

DR. RAJIV KHOSLA

Associate Professor and Head, Chandigarh Business School, MOHALI

Dr. S. K. SINGH

Asst. Professor and Head of the Dept. of Humanities, R. D. Foundation Group of Institutions,
MODINAGAR

Dr. (Mrs.) MANISHA N. PALIWAL

Associate Professor, Sinhgad Institute of Management, PUNE

DR. (Mrs.) ARCHANA ARJUN GHATULE

Director, SPSPM, SKN Sinhgad Business School, MAHARASHTRA

DR. NEELAM RANI DHANDA

Associate Professor, Department of Commerce, kuk, HARYANA

Dr. FARAH NAAZ GAURI

Associate Professor, Department of Commerce, Dr. Babasaheb Ambedkar Marathwada University, AURANGABAD

Prof. Dr. BADAR ALAM IQBAL

Associate Professor, Department of Commerce, Aligarh Muslim University, UP

Associate Editors

Dr. SANJAY J. BHAYANI

Associate Professor, Department of Business Management, RAJKOT (INDIA)

MOID UDDIN AHMAD

Assistant Professor, Jaipuria Institute of Management, NOIDA

Dr. SUNEEL ARORA

Assistant Professor, G D Goenka World Institute, Lancaster University, NEW DELHI

Mr. P. PRABHU

Assistant Professor, Alagappa University, KARAIKUDI

Mr. MANISH KUMAR

Assistant Professor, DBIT, Deptt. Of MBA, DEHRADUN

Mrs. BABITA VERMA

Assistant Professor, Bhilai Institute Of Technology, INDORE

Ms. MONIKA BHATNAGAR

Assistant Professor, Technocrat Institute of Technology, BHOPAL

Ms. SUPRIYA RAHEJA

Assistant Professor, CSE Department of ITM University, GURGAON

Title

**INDUSTRIAL RELATION PRACTICES:
AN EMPIRICAL ANALYSIS OF
ENGINEERING INDUSTRY IN GUJARAT**

Authors

Dr. Vijaysinh M. Vanar

Principal,

J. V. Patel College of Commerce,

College Road, Nadiad, Kheda,

Gujarat

Abstract:

One of the important aspects of Human Resource Management is industrial relations. It refers to be one of the most important in management era. Engineering industry is of prime importance for economic development of any subcontinent because; economic conditions of a nation are improved by the engineering industry. The present study focuses on Industrial Relation Practices in Selected Industrial Units of Ahmedabad and Anand Districts. The research study attempts to explore industrial relation practices in selected Engineering units of Ahmedabad and Anand Districts. This study is concentrated on industrial relation practices practiced by engineering (industrial) units, particularly in Ahmedabad and Anand Districts. The study revealed that Working conditions and work environment are healthy and conducive. There was satisfactory implementation of industrial relation policies and practices. There is significant correlation between Industrial Relation and Status of discipline. There is a significant level of correlation between industrial relation and employees' satisfaction.

Key words: industrial relation practices, engineering industry, working environment, employees' satisfaction.

Introduction:

Engineering industry is one of the major and oldest industries of the Indian economy. It is one of the capital intensive, indigenous and vital industries, which assumes an important role in economic growth and development of our country. Since its inception engineering industry has provided employment to thousands of people across the country. In short the engineering sector is the largest segment of the overall Indian industrial sector. It employs over 4 million skilled and semi-skilled workers (direct and indirect). The engineering industry accounts for 12 per cent of India's GDP. Engineering goods enjoy 30.5 per cent weight in the Index of Industrial Production (IIP); 29.9 per cent share of total investment; and 62.8 per cent share in foreign collaborations. Engineering exports accounts for over 20% of India's total exports. It is the largest foreign exchange earner for the country. In short engineering industry in India has remained as source of employment to many people. Demand and supply of skilled man power, their wage and salary structures, trade unions, collective bargaining power, industrial discipline, government policies and the role of management in engineering industries have been changing from time to time.

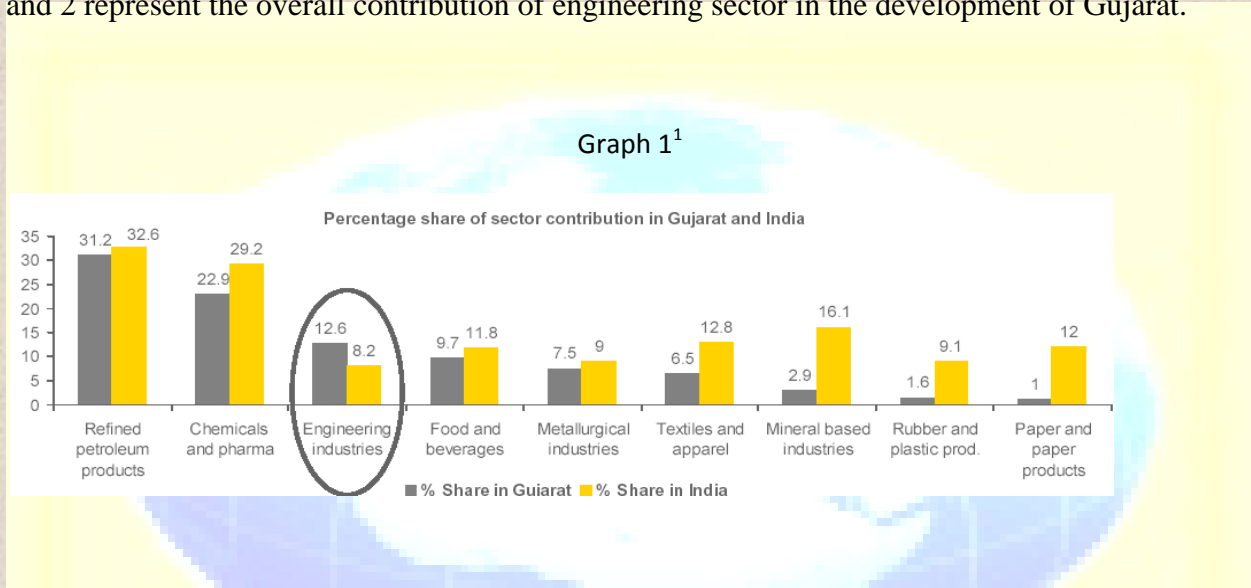
One of the important aspects of HRM is industrial relations. The term IR refers to be one of the most important in management era (Khanka, 2008). Engineering industry is of prime importance for economic development of any subcontinent because; economic conditions of a nation are improved by the engineering industry (Khanka and Gupta (2001). As industrialization of subcontinent is increasing and there is no in-depth studies are carried out particularly on Industrial Relation related aspects in engineering units in the state of Gujarat. Therefore, it has become essential to undertake unambiguous and exhaustive study of Industrial Relations in engineering industry to encourage engineering players to increase production or develop congenial relations amongst the employers and employees. The present study focuses on Industrial Relation Practices in Selected Industrial Units of Selected Units of Ahmedabad and Anand Districts. The research study attempts to explore industrial relation practices in selected Engineering units of Ahmedabad and Anand Districts. This study is concentrated on industrial relation practices practiced by engineering (industrial) units, particularly in Ahmedabad and Anand Districts.

This study is organized as follows: the next section following the introduction discusses engineering industry in Gujarat. The third section describes research methodology of the study. The fourth section provides details of the results and analysis of the available data and the final section presents the main conclusions.

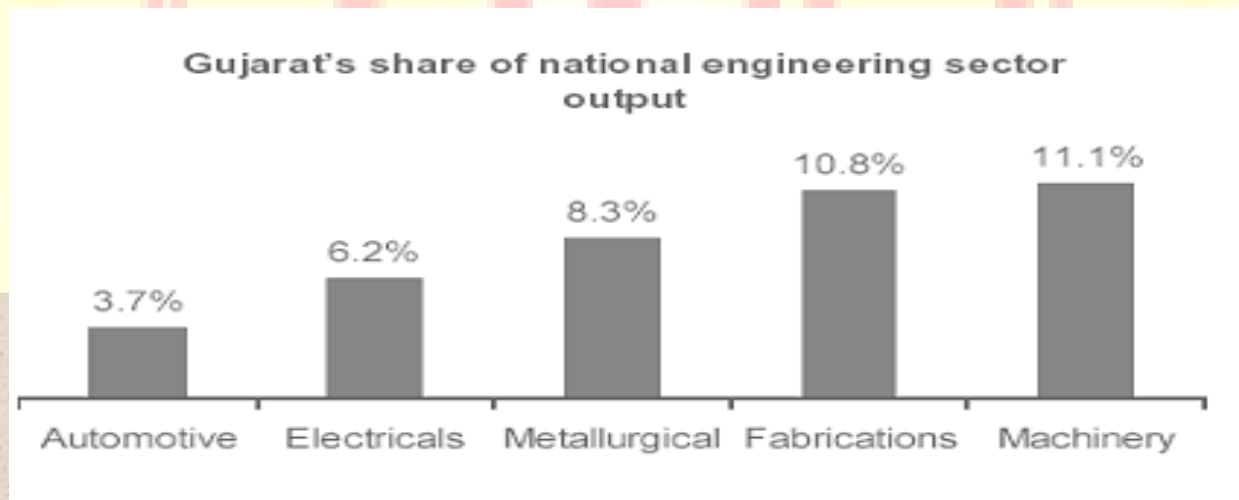
Engineering Industry and Gujarat:

Gujarat is one of the highly industrialized states in the country. It has many pharmaceuticals, textile automobile, chemical, cement and engineering industries. Among them engineering industry occupies a key role in the growth of the state. Whatever industries had been established in Gujarat, among of it engineering industry has prime importance even in the progress of Gujarat, it has foremost position. Comparatively to other industries the contribution of it is 9.5% which is described in a chart below. Engineering Sector is one of the Strong manufacturing sectors in Gujarat, which contributes 16% of net value added amongst all industries in Gujarat. It is also contributes to over 9% of India's total engineering output. There are 300 units in large sector and over 75000 units in small and medium enterprises (SME).

There is a major production base for sponge iron, steel pipes and tubes, copper cathode, Electrical, switchgear, transformers and transmission line towers, heavy fabrication, ship building and auto components in Gujarat. Largest producer of sponge iron and SAW & ERW pipes, important manufacturer of power generation plants, switchgears, transformers and transmission line towers are exist in Gujarat under the auspicious of engineering industry. Graph 1 and 2 represent the overall contribution of engineering sector in the development of Gujarat.



(Sources: 'Background Note of Engineering and Auto Sector & Engineering Export Promotion Council)



Graph 2²

(Sources: 'Background Note of Engineering and Auto Sector & Engineering Export Promotion Council)

Research Methodology:

The present study uses descriptive research design; which is typically more formal and structured than exploratory research. Survey through structured questionnaire has been made in different places of Ahmedabad and Anand Districts Viz: (Ranpur, Changodar (Sanand), Naroda, Vatva, Moraiya (Sanand), Kasor, Vitthal Udhyognagar & Karamsad). The total Number of complete responses (Filled in questionnaire) received was 402.

The total Number of complete responses (Filled in questionnaire) received was 402. Hence, total 402 responses were taken as the samples for the purpose of the study. On an average 20 respondents from employees which represent managerial staff, technical staff and permanent as well as contractual workers, 01 respondent from employers and 02 respondents from Trade Union Leaders (where it exists) were taken as samples from each 21 units of engineering industries of Ahmedabad and Anand Districts. (As sample represents majority of the Engineering sector in Gujarat, it cannot be considered as a limitation of the study.)

In order to achieve the objectives of present study relevant primary data as well as secondary data was used. Primary data was collected from the employees, employers and trade union leaders (where it exists) associated with selected engineering units of Ahmedabad and Anand Districts through interaction and interviews with executives and leaders of trade unions, collected responses of employees with the help of structured questionnaire by personal visit and conversation. Secondary data was collected from Books, Magazines, Journals, News Papers, Websites, Industrial commissionerate and other published sources that provide relevant information on current trends in human resources management as well as industrial relations to conceptualize and design scientific instrument for primary data collection. Well structured questionnaires have been used to collect the primary data from selected engineering units of Ahmedabad and Anand districts and Personal extensive field work has been made to collect required data and information as part of research instruments. Non-probability convenience method has been used to collected data from employees. Enough care has been taken to have representation of all types of employees belong to different levels of management. So far as data collected from Employers is concerned in all the units, data were collected from the HR managers or HR executives.

For the present study total 21 engineering units are selected from Ahmedabad and Anand Districts as sampling units which includes small, large, private as well as public engineering units.

Sr. No	Name of the Company	District
1	Elecon Engineering Company Limited	Anand
2	Eimco Elecon (India) Limited	Anand
3	Oswal Machinery Limited	Anand
4	Anupam Industries Limited	Anand
5	GMM Pfaudler Limited	Anand
6	IDMC Limited	Anand
7	Milcent Appliances Pvt Limited	Anand
8	Swiss Glascoat Equipments Limited	Anand
9	Vulcan Industrial Engg. Co. Ltd.	Anand
10	Power Build Limited	Anand
11	Texspin Bearings Limited	Ahmedabad
12	RMP Bearings Limited	Ahmedabad
13	Harsha Engineers Limited	Ahmedabad
14	Apex Engineers	Ahmedabad
15	JHT Power Engineering Pvt. Limited	Ahmedabad
16	Bosch Rexroth (India) Limited	Ahmedabad
17	Precision Bearings Pvt. Limited	Ahmedabad
18	Transformers & rectifiers (India) Limited	Ahmedabad
19	Dresser-Rand India Private Limited	Ahmedabad
20	Windsor Machines Limited	Ahmedabad
21	Lubi group of Industries	Ahmedabad

In the research work an attempt is made to fulfill the following objectives.

1. To examine the current industrial relations scenario of some selected industrial units of Anand and Ahmedabad districts from employees' perspective.
2. To study the perception of the respondents about such industrial relations.
3. To analyze the industrial relation functions prevalent in the selected industrial units of Ahmedabad and Anand districts. (Gujarat)
4. To evaluate the role of Government to maintaining Industrial Relations at industrial units.
5. To find out various approaches for and usefulness of layers of Industrial Relations to business environment.
6. To make Suggestions for improving the Industrial Relations in the study units.

The study has tested the validity of following assumptions in the intensive research work.

- H₁ - Working conditions and work environment in the selected engineering units of Ahmadabad and Anand districts are not healthy and conducive.
- H₂ - Industrial relation policies and practices are not implemented satisfactorily by the employers in the selected engineering units of Ahmadabad and Anand districts.
- H₃ - There is no significant co-relation between cordial relations and industrial unrest in selected engineering units of Ahmadabad and Anand districts.
- H₄ - There is no relationship between state of Industrial Relation and Level of Employees Satisfaction

Result and Analysis:**Table 1 Working Conditions and Work Environment of Selected Engineering Units**

NAME OF THE POLICY/SYSTEM	POLICIES/SYSTEM EXISTING IN YOUR INDUSTRY?	
	YES	NO
Overall HRM Policy	98.3	1.5
Safety	97.5	2.2
Staff welfare policy	89.6	9.2
Recruitment policy	86.8	10.2
Training and Development	91.8	7.2
Promotion policy	88.6	11.2
Health/medical Facilities	93.8	6.0
Mean & Standard Deviation		
	Mean	Standard Deviation
Safety Measures	4.33	.709
Staff welfare policy	4.07	.861
Training & Development	4.22	.844
Health/medical Facilities	4.06	.890
Over time advantage	4.11	.763
Overall Human Resources Management Policy	4.07	.645

Table 1 divulges that in all the aspects related to working condition and work environment, majority of employees (more than 80%) replied positively, that they had policy and system for all those aspects. For some of the aspects like Safety (97.5%), Training and Development (91.8 %), Health/medical facilities (93.8%) and Overall HRM policy (98.3%) more than 90% employees replied positively that means the hypothesis is rejected and it can be concluded that

Working conditions and work environment in the selected engineering units of Ahmedabad and Anand districts are healthy and conducive. Further the same findings can be observed from the above table in which mean of employees' satisfaction are presented for different aspect of working condition and environment. For all the aspects means are more than 4.00 on five point scale starting from highly dissatisfied to highly satisfied and if we taken 3.5 as a test value, it indicates that employees are satisfied.

Table 2 Satisfactory Implementation of Industrial Relation Policies and Practices

Response	N	Mean	Std. Deviation
Mean of responses of employees for Industrial Relations at their companies	397	4.46	.660

It can be seen from Table 2, mean for industrial relations status at selected engineering companies is 4.46 that proved that there was satisfactory implementation of industrial relation policies and practices. Therefore, hypothesis is rejected and it can be concluded that industrial relation policies and practices has been satisfactorily implemented in the selected units.

Table 3 Correlations of Industrial Relation and status of discipline

Response	Correlations	How are the industrial relations in your company?	What is the present status of discipline in the company
How are the industrial relations in your company?	Pearson Correlation	1	.531(**)
	Sig. (2-tailed)	.	.000
	N	400	399
What is the present status of discipline in the company	Pearson Correlation	.531(**)	1
	Sig. (2-tailed)	.000	.
	N	399	401

** Correlation is significant at the 0.01 level (2-tailed).

Table 3 reveals that there is significant correlation between Industrial Relation and Status of discipline. Thus, hypothesis - There is no significant co-relation between cordial relations and industrial unrest in selected engineering units is rejected.

Table 4 Correlations of Industrial Relation and Overall satisfaction of employees

Response	Correlation	Industrial relations	Overall Satisfaction
Industrial relations	Pearson Correlation	1	.191(**)
	Sig. (2-tailed)	.	.000
	N	400	400
Overall Satisfaction	Pearson Correlation	.191(**)	1
	Sig. (2-tailed)	.000	.
	N	400	402

** Correlation is significant at the 0.01 level (2-tailed).

It is found from Table 4 that there is a significant level of correlation between industrial relation and employees' satisfaction at 0.01 level of significance. So hypothesis - There is no relationship between state of Industrial Relation and Level of Employees' Satisfaction is rejected and one can say that there is relationship between state of Industrial Relation and Level of Employees' Satisfaction

Conclusion:

It can be concluded that a large number of employees are fully satisfied with the safety measures, training & development and bonus offered by employers in the selected units. It has also been observed that a large number of employees are satisfied with the recruitment policy, staff welfare policy, promotion policy, health and medical policy, overtime advantage, leave rules and overall human resources policy. Study revealed that majority of employees are dissatisfied with the family welfare benefits, grievances redressal mechanism and special policy for woman employees. Employees of private limited companies are less satisfied with leave rule, dispute

resolving policy, grievances redressal mechanism and special policy for woman employees compared to employees of public limited companies. Young employees (who have just joined an organization) are dissatisfied with the safety measures, staff welfare policy, recruitment policy, incentives & rewards and family welfare benefits compared to senior employees. It is found that technical employees and shop floor employees are more satisfied with the safety measures, training & development, health facilities, overtime advantage and overall HRM policy compared to managerial employees. It is clear that contractual employees are dissatisfied for almost all aspects related to HRM as well as IR policy compared to permanent employees.

It is suggested that for congenial relations employees should follow rules, regulations and code of conducts at the work place. Senior employees should motivate and train to newly recruited employees. To establish harmonious relations, all employees should organize get together programmes for various occasions along with the families. Employees should not leave the organizations without prior permission of management. To protect the interest of weak employers and for uniform personnel policies among engineering units, there must be sound, organized and active federation at state and national levels for engineering industries. Superior-subordinate contacts, both formal and informal should be increased for better understanding of each other.

This study will help employers towards industrial disputes, grievances and causes of industrial unrest. Employers can receive guidance to identify future prospect and are helpful in future planning and development. It also offers understanding from the point of view of current circumstances to new employers, Governments, HR Executives, HR Department, Trade Union Leaders, Employees and those who are seeking for job in engineering industry. This study is important in understanding industrial relations, industrial disputes, reasons for employee's dissatisfactions and motivation.

The study has academic significance and relevance and will act as a magnum opus on the subject for further research and development as far as Ahmedabad and Anand Districts are concerned. The study is expected to help various parties i.e. Employers, Employees, Trade Union Leaders, Government, Other Professional and Technical Staff, Executives, Careerists, Personnel Managers, Labour Welfare Officers, Public Administrators, etc. in decision making process at their own. It would also be found useful for those who desire to become executives and who are

interested in “How to get and keep good people working for them;” and for those who are to be managed and who would want “to know how they should and will be treated by their bosses.”

End Notes:

- www.ic.gujarat.gov.in
- www.eepcindia.org

References:

- Khanka, S. S. (2008) Human Resource Management, Sultan Chand and Company Limited, New Delhi
- Khanka, S. S. and Gupta V.K. (2001) Economic and Commercial Geography, Sultan Chand and Company Limited, New Delhi

