

CHAPTER - 7

LABOUR - MANAGEMENT RELATIONSHIP

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Labour-Management Relationship

This chapter contains what is the impression of workers towards their management. What type of role is being played by Labour Welfare Officer? What is the attitude of workers towards their supervisor? What changes they want for improving Labour-management relationship? What is the opinion of workers about recruitment, transfer and promotion policy in Vidarbha Mills Berar? and also studying grievances procedure.

On the basis of above points, researcher tried to find out the attitudes of management towards their workers or find out the relationship of labour and management.

Impression regarding Labour-Management Relationship

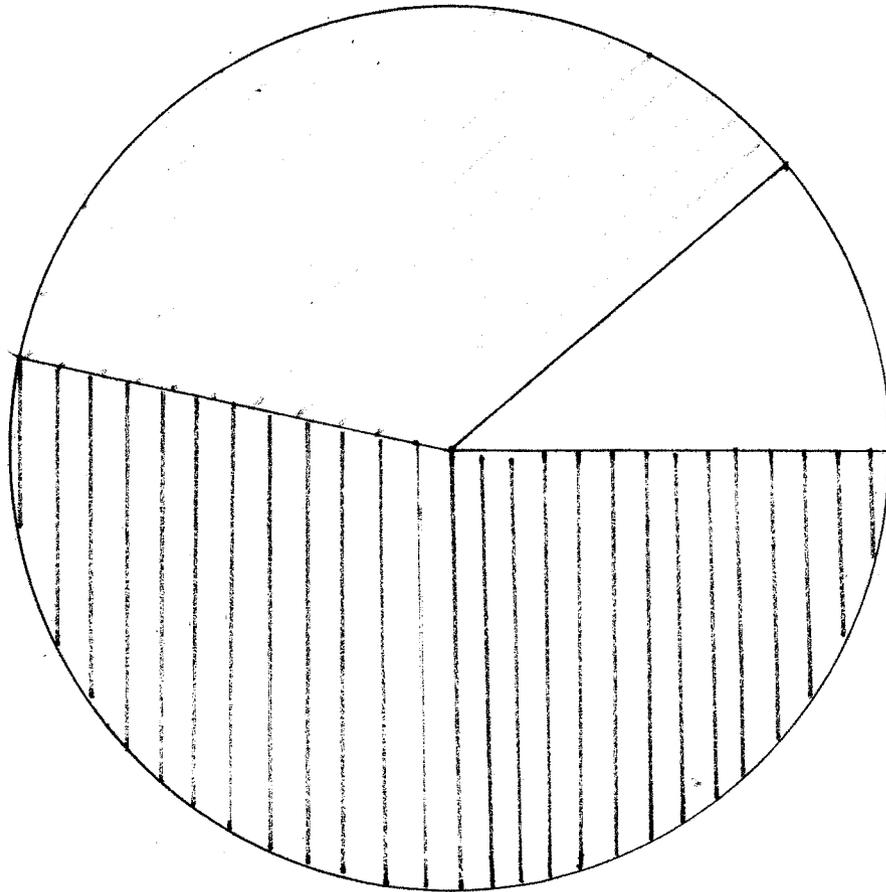
Relationship between management and workers shows its effect on production. Good and smooth relation really increases the production and vice versa. The management should motivate the workers. Better motivation is just like a tonic to the workers. The workers will do their work with better interest and naturally production will be increased. Better co-ordination and communication between workers and management is very must. It will lead to increase in production.

DIAGRAM 7.1

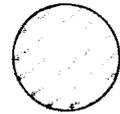
IMPRESSION ABOUT THE LABOUR MANAGEMENT RELATIONSHIP

SCALE:-

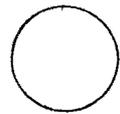
1 RESPONDENT = 4°



SMOOTH



SATISFACTORY



UNSATISFACTORY

The following table shows the impressions of workers regarding the relationship between management and workers.

Table 7.1

Impression about Labour-Management Relationship

S.N.	Impression	No. of respondents	Percentage
1	Smooth	48	53.33
2	Satisfactory	32	35.55
3	Unsatisfactory	10	11.11
	Total	90	100.00

The above table indicates that, 53.33% respondents' impression are smooth about relationship, 35.55% expressed that it is satisfactory and 11.11% respondents expressed the impression to be unsatisfactory about labour-management relationship.

So, management maintains smooth and satisfactory relation with their workers.

Nature of the immediate supervisor

Workers have their own supervisor called as Boss. The following table shows the nature of workers' immediate supervisor.

Table 7.2Nature of immediate supervisor

S.N.	Nature	No. of respondents	Percentage
1	Sympathetic	61	67.77
2	Indifferent	26	28.88
3	Harsh	3	3.33
Total		90	100.000

Table 7.2 indicates that 67.77% respondents said that the nature of immediate supervisor is sympathetic, 26.88% said that it is indifferent whereas 3.33% respondents expressed the nature of supervisor to be harsh.

So, the relation of labour with their supervisor is satisfactory.

Management consider workers' needs, problems or not

The following table shows whether the management are considering workers' needs, problems or not.

Table 7.3Management consider workers' problems or not

S.No.	Consider or not	No. of respondents	Percentage
1	Yes	75	83.33
2	No	15	16.66
Total		90	100.00

The above table indicates that, 83.33% respondents said that management are considering their needs, problems and 16.66% respondents said that management are not considering these things.

So management are looking seriously towards workers' needs and problems.

Role of Labour Welfare Officer

The role played by labour welfare officer in industrial establishments in India is becoming more widely recognised that, in undertakings employing a large number of workers, qualified personnel should be appointed to be in-charge of the welfare services. Legislative action has been taken to this effect as for instance the Factories Act, 1948, employers are under an obligation to appoint welfare officers in every factory where 500 or more workers are employed.

The role which welfare officers play in undertakings is many sided and delicate and requires a good deal of expert knowledge and social understanding. A qualified welfare officer should be a good administrator and should be able to deal completely with various problems of a technical character. Moreover, as he is often required to act as a go-between for management and labour, he should have a good knowledge of psychology and an ability to win the confidence of the workers.

Labour officer is playing important role for maintaining good labour-management relationship. The following table shows the role of labour officer in Vidarbha Mills Berar, Achalpur.

Table 7.4
Role of Labour Welfare Officer

S.N.	Role	No. of Respondents	Percentage
1	Active	68	75.55
2	Ineffective	12	13.33
3	Passive	10	11.11
	Total	90	100.00

The above table indicates that, according to 75.55% respondents labour officer is playing active role; 13.33% respondents said that labour officer is playing ineffective role and according to 11.11% respondents, labour officer is playing passive role.

So maximum respondents said that labour welfare officer is playing active role for maintaining good labour-management relations.

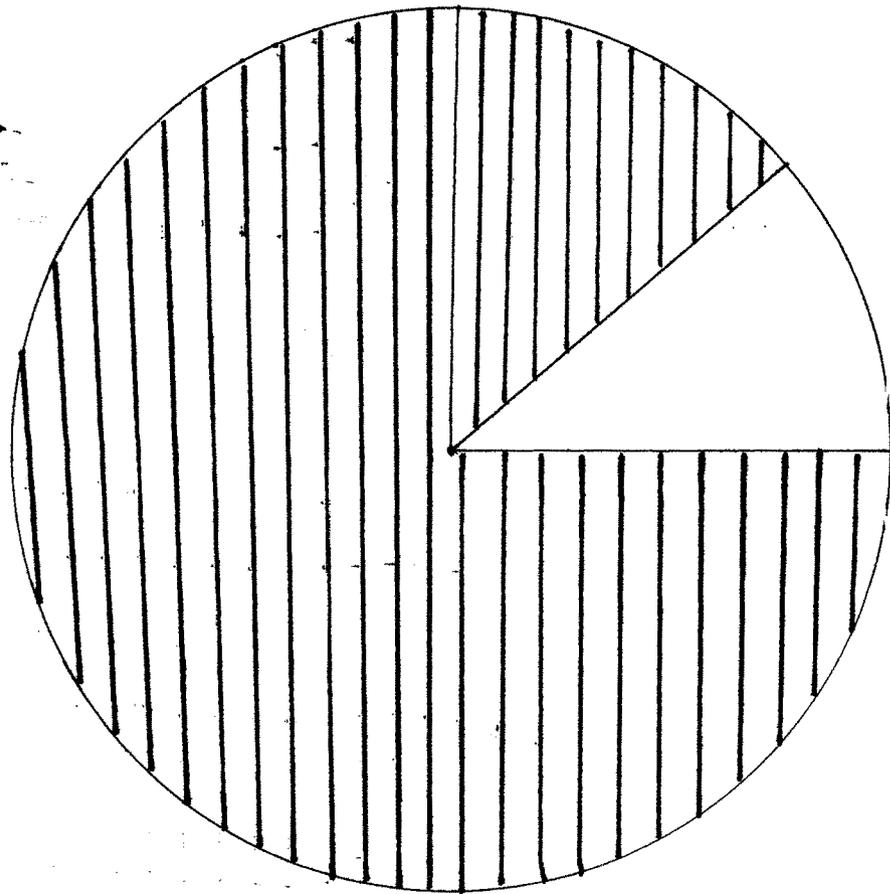
Here at Vidarbha Mills Berar, labour officer is playing following role, for maintaining good relations. To establish contacts and hold consultation with the management and workers. To deal with wage and employment matters by joint consultation with management and workers'

DIAGRAM 72

ROLE OF LABOUR WELFARE OFFICER

SCALE: -

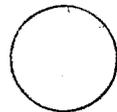
1 RESPONDENT = 4°



ACTIVE



INEFFECTIVE



PASSIVE

representative bodies. To promote relations between the management and workers which will ensure productive efficiency as well as amelioration in the working conditions and to help workers to adjust and adapt themselves to their working environment.

Changes required for improving
Labour-Management Relationship

What changes are required to workers for improving labour-management relationship, is shown by the following table.

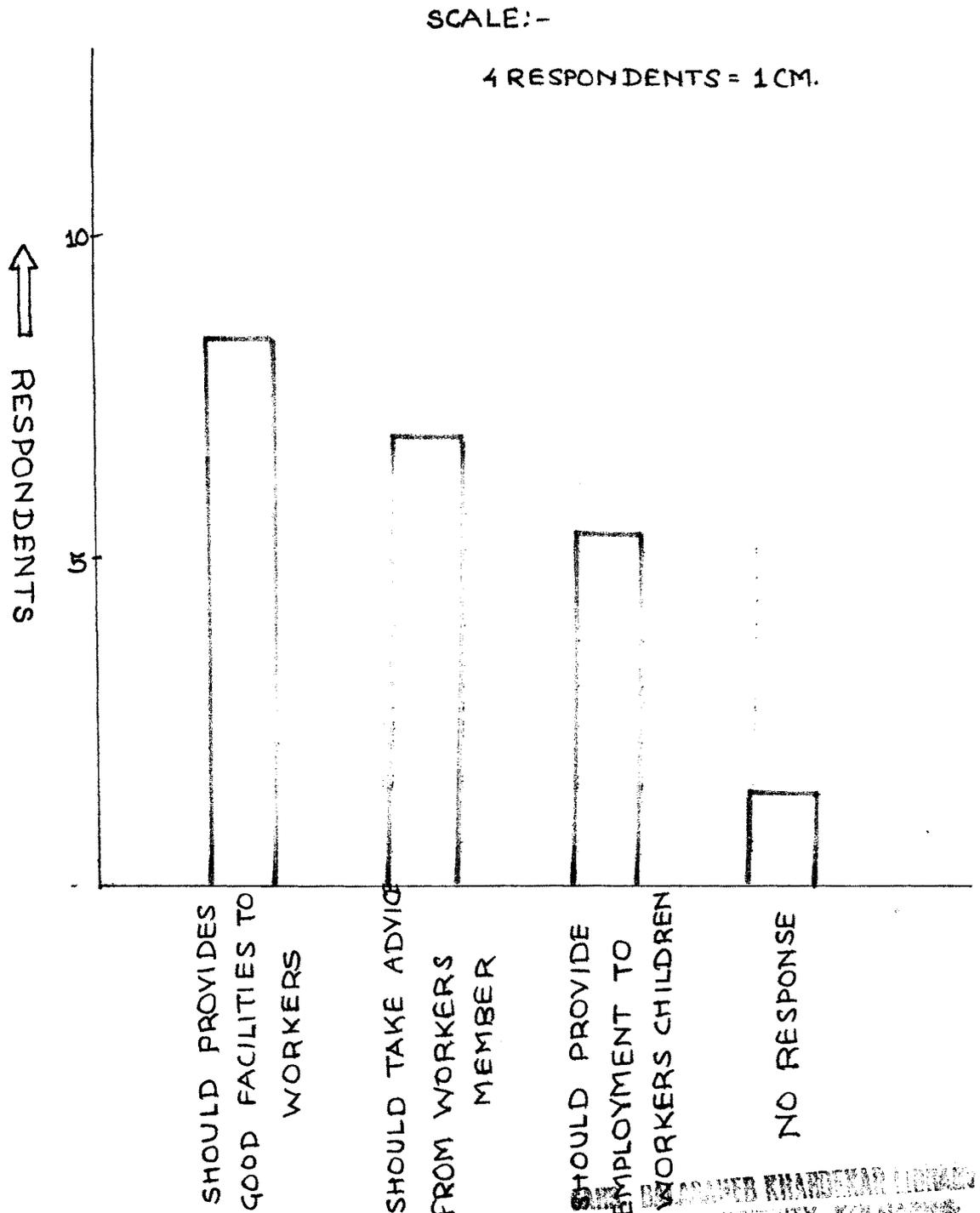
Table 7.5

Changes required for improving management-labour relationship

S.N.	Changes	No. of respondents	Percentage
1	Should provide good facilities to workers	34	37.77
2	Should take advice from workers members for making any decision	28	31.11
3	Should provide employment to workers' children	22	24.44
4	No response	6	6.66
Total		90	100.00

DIAGRAM 7.3

CHANGES REQUIRED FOR IMPROVING LABOUR - MANAGEMENT RELATIONSHIP



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Table 7.5 indicates that 37.77% respondents said that management should provide good facilities to workers; 31.11% respondents said that management should take advice from workers member for making any decision; 24.44% respondents said that management should provide employment to workers children for improving labour-management relationship and 6.66% respondents did not give any answer.

So, management should provide good welfare facilities, employment to workers' children for improving labour-management relationship.

Recruitment of workers

The term recruitment applies to the process of attracting potential employees to the company. It is a systematic means of finding and inducing available candidates to apply to the company for employment. Recruitment is a major step in the total staffing process. Since it is the process of searching for prospective employees, it is concerned with the range of sources of supply of labour and of recruitment practices and techniques.

A general procedure adopted in the Vidarbha Mills Berar, is whenever fresh workers are needed, a requisition for the same is initiated by the head of the department concerned and it is thus sent to the personnel department. The personnel department requests the employment exchange. Through employment exchange, mill accepts desirable candidates. The minimum educational qualification is 8th

standard and the candidates should be between 18 to 30 years.

After the workers retirement, management are giving first preference to workers' children.

Transfer of workers

Yoder and associates have defined transfer as "a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation".

In Vidarbha Mills Berar, inter-departmental transfers are done. Workers are transferred from one department to another. Workers are happy on this policy.

Promotion of workers

"Promotion" is a term which covers a change and usually involves higher pay and better terms and conditions of service and therefore, a higher status or rank.

According to Scott and Clothier, "A promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status".

In Vidarbha Mills Berar, Achalpur, management are giving promotion to workers on the basis of ability, merit and length of service. Workers are satisfied on this policy.

Grievance Procedure

There is hardly a company or an industrial concern which functions absolutely smoothly at all times. In some, the employees have complaints against their employers, while in others it is the employers who have a grievance against their employees. These grievances may be real or imaginary, valid or invalid, genuine or false. Broadly speaking a complaint affecting one or more workers constitutes a grievance.

Vidarbha Mills Berar, adopted following grievance procedure.

Workers/ verbally explains his grievance to his immediate supervisor. If supervisor cannot settle, then it is sent to a higher level manager or labour officer. If they cannot settle then the grievance is to be submitted to the Grievance Committee . If Grievance committee fails to settle then the final step is taken - Grievance is referred to an arbitrator who is acceptable to the workers as well as the management.

Workers' Participation in Management

The concept of workers participation in management has been a rather vague and debatable issue in the field of individual relations and, therefore, it has acquired different meanings for different people. It is

perhaps difficult to define it very clearly. Since it has come to be associated with varying practices in various countries, its content and form being in accordance with the socio-economic goals of a country. Thus, most international discussions on the subject are vitiated by the fact that those who use the term often think of only one particular form of workers' participation in management.

In Vidarbha Mills Berar, workers participate in management through different committees and make decisions mutually.