
CHAPTER-VI

MANAGEMENT-WORKERS RELATIONS

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CHAPTER-VI

MANAGEMENT-WORKERS RELATIONS

6.1 Introduction :

This chapter deals with the management workers relations in concern. The primary function of management to ensure that the factory workers are kept in good humour. Thus it was realised that no business can reach its highest level of prosperity without the fullest good will and harmony existing between the employers and employee. Without the genuine co-operation and whole hearted support of the workers people. Thus for efficient running of a factory utmost good will and cordiality should prevail between management and labour.¹

6.2 Role of Personnel Officer :

The Personnel Officer is the Head of this Departments, the time-keeper and clerks are working under his control. He has to guide management in all legal aspects. He has to attend conciliation at Government Labour Officer, Deputy Labour Commissioners Office. He has to conduct inquiries of the selected workers and submit report to the management as an inquiry officer. He has to keep liason with semi-Government officials, safety of the man, machine and property is directly under the control of

Personnel Officers. Security officer was to report each and every minor evidence to the Personnel Officer.

Personnel Officers provide welfare facilities to the workers such as statutory and non-statutory facilities which make healthy and cordial relation between management and workers. He has to assist in the management such as Independent Day, Company Foundation Day from time to time.

Personnel Officer is associated in policies as regards personnel requirement of the organization. He has to scrutinize the application of an categories and thus assist the management to select right candidate for the department. In the field of welfare practices he is a controlling authority and is helping the management in maintaining industrial peace. He is also key man between the management and trade union while negotiations are going on, and he is always found to be encouraging the labour participation with the management in the area of welfare activities.

6.3 Function of Management :

Recruitment and selection is one of the important functions of Personnel management. In this factory the recruitment procedure started from the requirement of vacancies, generally from direct by management. The Head of the Department gives this information to the Personnel

department to fill these vacancies, the company sometimes gives advertisement in the local news papers. The candidate who apply against advertisement are asked to fill in their personal data in a prescribed form.

The application filled in gives education, previous experience, interest, skill and other related issues, some times, photos are asked to be attached for proper identification. The candidate who applies for the vacant post the management calls him for interview selected candidate will be placed as temporary or the candidate will be kept under 6 months probation period. If the candidate fit for the job he will be made permanent. Sometimes apprenticeship for one or two years with the salary as per Government rules.

This factory has not framed transfer procedure. But if there is a necessity of such transfer of some workers in any department, then some persons from another department are transferred. These transfers are made only for temporary basis.

Management has taken certain disciplinary action against the misconduct of employee viz. oral warning, written memo dismissal etc. So that in this factory the discipline will be maintained. The management has provide some retirement provisions to secure the life of workers after their retirement.

According to the role and function of management in Hindustan Gears, the relation between management and workers were quite cordial.

6.4 Social Relations in Hindustan Gears Pvt. Ltd. :

The data about social relations at work had been analyzed by asking the workers about his relation with fellow workers, supervisors and the management. The individual workers in industry were asked what type of relations they were having with their co-workers. The responses were classified as having (i) Relation only for work at the factory level and (ii) Relations which are friendly and co-operative.

The first type of relations can be termed as formal relations because they are concerned only with work and "formal relations are those immediately arising from the performance of ones approved duties, which may be managerial or operational depending on whether they are proper to management or the workers or operatives."²

The second type of friendly and co-operative relations can be termed as informal relations as "informal relations are those that spontuneously arise every where in industry. Though hardly over officially regulated. They are ordinarily substained by the common rules of

ethics and customs. These may exist between individuals, or between groups or between individuals and groups."³

i) Worker-Worker Relations :

The data regarding relations with workers is presented in Table No. 6.1.

TABLE No. 6.1

Distribution of Workers according to their Relations with Workers.

Nature of Relation	No. of Workers	Total
Informal Relation	65 (92.86%)	65
Formal Relation	05 (7.14%)	5
Total :	70 (100.00%)	70

From this table it is clear that majority (92.86%) of the workers were having informal relations with other workers, this indicate that apart from work they were having friendly and co-operative relations both at the factory and outside the factory.

According to the attitude of the workers to other workers are found friendly, the relation between workers and co-workers are quite cordial. The workers of this

factory are young and these groups of young workers have good companionship. They help each other in unavoidable circumstances not only at the work place but in private life also, each workers think about others as friend and thus they are friends of each other. It means that relation between worker- and co-coworker are friendly.

ii) Workers-Supervisor Relation :

The attitude of the supervisors towards their workers is observed as fair task master. Supervisor are also treating the workers as friends and the workers are giving respect to their respective supervisor. Supervisor are also sympathetic about the workers as whole.

Apart from the workers relation to their fellow workers, they have to work under the supervision of the higher authorities. These immediate authorities can be termed as supervisor. In the structure of industrial bereaucracy which consists of highest authority at the top and worker at the bottom, there is usually any intermediate position of supervisor between the workers and the top management.

Thus, "the supervisor represent labour to management and management to labour and consequently he has been held as the marginal man. The 'man in the middle'. This he is at the point where management and labour meet."⁴

The important role is being played by superior in the modern industries because "with the large work force in an organization it is very difficult to maintain neatly relations between management and workers. In such situation the relations between the two have to be mediated through the supervisors since the workers have a direct contact only with the supervisor. They play an important role in the relationship between workers and management."⁵

On this background the responses of workers in industry regarding their relations with supervisor are presented in Table No.6.2

TABLE No. 6.2

Distribution of Workers according to their kinds of Relations with Supervisors.

Nature of Relations	No. of workers	Total
Informal Relations	45 (64.29%)	45
Formal Relations	25 (35.31%)	25
Total :	70 (100.00%)	70

From this table it is clear that the statistical test shows significant relation with supervisor. The general

trend among the workers in industry indicate that there are informal relations with their supervisor. Majority (64.29%) of the workers were having informal relationship with their supervisor.

iii) Management Workers Relations :

The worker is having relations with the management apart from relations with his co-workers and supervisors. The worker-worker relations are based on the same status and the worker supervisor relation are based on the higher lower status level relations. Both these type of relation are at the shop floor level. Apart from these, the workers have to approach the management, which is the highest authority in industrial organisation.

But great importance has been attached to worker management relations because "communication is now being increasingly recognised the most important tools of management for promoting co-operative attitudes in employees and including in them a sense of team spirit communication should function as a two way process whereby information is passed on to workers and similarly information about the progress of work and other significant occurrence is passed to management."⁶

The workers management relations are being analyzed on the basis of whether worker meet management, whether the management is free and frank at the time of social gathering.

The data is presented in Table No,6.3 regarding whether the workers meet management.

TABLE No. 6.3

Distribution of workers according to their meeting Relations with Management.

Meeting Relation	No. of Workers	Total
Yes	67 (95.71%)	67
No	3 (4.29%)	3
Total :	70 (100.00%)	70

From this table it is clear that the majority (95.71%) of the workers were having meeting relations with their management. Workers were given their opinion that management is treating us as human beings because management has good attitude. Management is not looking at them just as working hands, but looking as a friends.

iv) Frankness of Management :

Apart from the workers relations with their management the information was collected regarding whether

the management was free and frank at the time of social gathering like festivals and sports and the data on this aspects is presented in Table No. 6.4

TABLE No. 6.4

Distribution of Workers according to Frankness at their social meeting with the Management.

Prevalence of Frankness	No. of Workers	Total
Yes	69 (98.57%)	69
No	1 (1.43%)	1

Total :	70 (100.00%)	70

From this table it is clear that there were the majority (98.57%) of the workers thought that their management was free and frank at the time of social gathering. The statistical test shows significant relations between workers and frankness of management.

Management of Hindustan Gears has arrange the national holidays, such as Independence Day, 15th August, 26th January and also Celebrate the religious festivals such as Ganapati Utsav, Shiv Jayanti and Dasara Day, which is the foundation day of the company. On these days management of the factory has participate frankly with the workers.

In general, the present position of management-workers relation in Hindustan Gears Pvt.Ltd. were satisfactory and cordial. The workers of Hindustan Gears were satisfied with their present job as well as working condition of the factory. The management provides maximum statutory and non-statutory welfare facilities to the workers under the factories Act 1948.

Other facilities like social security, welfare should be handled by the trade union, management and other independent agency. So the relation between management and the worker, relation between worker and co-worker, and relation between worker and their supervisors are satisfactory and cordial.

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- 4) Gisbert, Pascual S.J., op.cit., p. 161.
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