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**CHAPTER-I**

**PROBLEM AND METHODOLOGY**

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## CHAPTER-I

### PROBLEM AND METHODOLOGY

#### A) Framework of the Problem :

Industrial Sociology is of recent origin. As a field of investigation it arose almost out of routine study of the relation between industry and the workers. Modern industry invites a variety of relations which regulate the work and non-work roles with regard to industry. The application of the principles of industrial sociology involves enquiries of four kinds of relations -

- i) Relationship between the workers and his work.
- ii) Relationship between worker and his fellow workers.
- iii) Relationship between the workers and their supervisors and
- iv) Relationship between the workers and their management.

There should be most cordial relationship between the management and the workers so that their duties should be such as to give them mental satisfaction, physical comfort and provide for them a reasonable advancement for their future.

Employment conditions and relationships between the employer and the employed were channelised through the craft guild organization of middle ages. The membership of these guilds was given only to Artisan of proven ability who had passed successfully through the stages of apprenticeship, journey manship and master craftsmanship.

Harmonious relations between management and men in industry are essential for the maintenance of notions standard of living and also the continuance of economic institutions. If goods and services are not provided they cannot be used and engaged. In a modern society, human and material resources should be used for the progressive evaluation of the countries' economic condition and thereby the standard of living.

The social implications of constant interruptions in the production of essential goods and services are tremendous, failure to force cooperation and working relationship between labour and management would adversely affect a nation's economy and also permanently affect the industry.

Cordial employment relations cultivated through years of industrial peace are abruptly and some times thoughtlessly and unjustifiably destroyed by recurring epidemics of strikes, lockouts and other forms of industrial warfare.

Therefore, the principal function of management and the primary duty of the personnel manager himself is to discover and remedy the cause of labour unrest in particular establishment and comprehend the factors responsible for general discontent.

Proper industrial relation aims at mutual and co-operative understanding between management and employees and also adequate machinery should be set-up for the peaceful adjustment of grievances, unity and balanced employment relations are conducive to the maximisation of justice, peace and productivity.<sup>1</sup>

Industrial relation, however, is a primary matter of attitude, i.e., how does the management feel about the labour and vice-versa. It is only through an attitude of mutual trust and respect that harmonious and cordial industrial relations can develop in an organisation or industry.

According to Bethel and others, "Industrial Relations as the part of management which is concerned with the manpower of the enterprise whether machine operator, skilled workers or manager."<sup>2</sup>

Agnihotri defines, "The term industrial relations explains the relationship between employee and management which stem directly or indirectly from union employees Relationship."<sup>3</sup>

Industrial relations is mainly the relations between the management and workers relations. It also includes that employees relation-ship with the industry and the relation of company with the trade union. Thus industrial relation is, therefore, the best weapon to maintain industrial peace and progress. Scott and other, therefore, observed that "Industrial relation is to attain the maximum individual development describing working relationship between employee and effective moulding of human resources."

The scope of industrial relations, therefore, includes -

- i) Establishing and maintaining good relationship in the industry,
- ii) Man power development,
- iii) Making mutual link between workers and management,
- iv) Creating mutual affection, respect and regard,
- v) Establishing good industrial peace,
- vi) Maximizing social welfare and
- vii) Providing ways and means for effective Government intervention in the workers and management relationship.

Industrial relation is to facilitate the production and safeguard the interest and rights of labour and manager by securing co-operation of both and achieving sound relationship between the employee and the management in the field of employment and work condition.<sup>4</sup>

Modern industry is not merely a place of work or a centre of production. It has become social world in itself. In this regard Prof. Moore observes, "Industry is a social as well as machinical organized group of workers as well as efficient grouping of machines."<sup>5</sup>

In other words modern industry has become a complicated pattern of social relationship. Therefore, in order to cultivate smooth and harmonious relations between employers and workers.

Taking into consideration all these aspects of management workers relations in industry the researcher undertook to study the management workers relations in Hindustan Gears Pvt.Ltd., Oglewadi. The main purpose of the present study is to analyze the industry as a social unit in which emphasis will be given to investigate the relations between management and the labour.

#### B) Design and Research Methodology :

In the previous section the introduction of the problem has been discussed. The subject chosen for the

research is to investigate management workers relation in an industry. As a sociological study on management labour relations in industry, the lines of research are mentioned.

In order to study the management labour relations in an industry, first of all there must be clarity about the aims and purpose of the study.

a) The Objective of the study :

- i) To study the industry as a social unit in which emphasis will be given to investigate the relation between management and the labour.
- ii) To study the working conditions and welfare facilities, which management has provided to the workers.
- iii) To study the trade union in industry and especially workers' participation in trade union, workers' attitude towards trade union.
- iv) To study the attitude of workers towards their co-workers, supervisors and management.
- v) To suggest improvements in the welfare facilities which provide the healthy management workers relation in industry.

b) Selection of the Topic :

Management labour relations plays vital role in the smooth running of the industry. The industrial harmony is indispensable when a country plans to make progress. It means that economic and specially social progress is bound up with the good management-labour relations which expects more and more co-operation from the partners of production i.e. Management on the one hand and labour on the other.

On this background researcher wants to know the "Management-labour relations in Hindustan Gears Pvt.Ltd." alongwith the working conditions and welfare facilities which are provided by the management to workers. Whenever management fulfils the workers' aspirations, then, there may be the cordial relations between management and labour; good working conditions at work-place, and adequate welfare facilities would creat healthy and cordial atmosphere in factory.

In a nutshell the study of management labour relation has got important place as far as the applicability of the topic is concerned, so the topic under study i.e. management labour relations to Hindustan Gears Pvt.Ltd. was undertaken.

c) Selection of the Industry :

Oglewadi is a growing industrial centre in Karad taluka. There are number of industries in Oglewadi, but all these industries are small in size and production and small



in workers' strength. Researcher selected Hindustan Gears Private Limited, Oglewadi, because this industry has been successful in developing one of the important parts of vehicles. It is a growing complex of Engineering activities and this industry is having the workers' strength of 280 (Two hundred eighty). As well as on the basis of availability of information from the office of the Hindustan Gears Pvt.Ltd. the researcher selected this industry.

d) Design of study sampling :

Sampling included selection of the individuals from industry for the detailed interview. The factory muster roll from the respective office of the industry was used as a sampling frame. Workers were selected by random sampling. As indicated 25% of the total workers were decided to be covered under study. The actual workers were drawn for interview were to from this industry. For the purpose of data collection the total workers of industry are 280 (Two hundred eighty).

e) Data Collection :

Researcher collected primary data with the help of schedule questionnaire by interviewing 70 workers, with the guidance of managerial staff, and with co-operation of different sectional heads, who were having authority and responsibility of work.

Researcher was constantly meeting personnel officer for guidance in taking interviews, and researcher followed their suggestions which were very important. The researcher selected the workers from various departments. The workers of all categories i.e. locality, place of residence, type of family and the occupational data like whether he is skilled semi-skilled, unskilled work experience also taken into consideration.

f) Fieldwork and Interviewing ;

The field work was conducted from 25th February, 1984 to 14th March, 1984 during the working hours i.e. 10.30 a.m. to 4.30 p.m.

After selecting the names of the workers from muster roll, Head of the Department was remarked to relieve the concerned workers for interview.

The actual interviews were taken at cabin in complete privacy. The workers were asked to answer the schedule question. The schedule contains factual as well as attitude questions, like attitude towards management, supervisors and co-workers. Trade Union and participation of workers in trade union, attitude towards social relations etc. The response in this connection was also good enough. The interview schedule was prepared in the local language i.e.

Marathi at the unit personally by researcher. (The interview schedule and the recording of the responses was done in Marathi.) The workers were able to respond freely and frankly without any hesitation and pressure as the researcher personally explained to them the academic nature of research work.

g) Workers' Attitude towards Researcher :

Many workers took the researcher as a student of master of social work, and asked about his chance of becoming labour officer. While some workers considered the researcher as a member from Government Labour Department.

One respondent commented that there were many students studying industriing labour but the problems of labour are not being solved.

One respondent commented that what is the use of this interview, is there any financial benefit to them ?

These comments show how respondent looked at researcher at the first sight but when the nature and objectives of study were made clear, they were kind enough to respond spontaneously;

h) Analysis of Data :

The collected data were analysed by preparing various tables on different aspects of workers. The number of workers was converted into percentage to the total number of workers.

After locating the proportion through various tables they were analysed and attempts were made find out association between two variables wherever possible.

Statistical tests were also applied to see whether the relation between two variables was significant.

ix) Presentation of Data :

An attempt has been made here to present the collected data in specific categories as follows :

- i) Social characteristics of the workers.
- ii) Working condition and welfare facilities.
- iii) Workers participation in trade union.
- iv) Social relations in Hindustan Gears Pvt.Ltd.

R E F E R E N C E

- 1) Mahadeven, S., "Factory Organization and Management Control", pp. 142-44.
- 2) Bethel and Others, "Industrial Organization and Management", p. 385.
- 3) Agnihotri, V., "Industrial Relation in India", p. 2.
- 4) Scott and other, "Personnel Management", p. 195.
- 5) Quoted from Singh, K., "Industrial Sociology", p. 19.