

" A STUDY OF PERSONNEL RELATIONS
IN NATIONALISED BANKS IN KOLHAPUR
CITY WITH SPECIAL REFERENCE TO
WOMEN EMPLOYEES "

PART -I

INTRODUCTORY AND THEORITICAL ASPECTS

CHAPTER I : "PERSONNEL RELATIONS"

CHAPTER II : "WOMEN AND EMPLOYMENT"

CHAPTER III "NATIONALISED BANKS "

CHAPTER -I

PERSONNEL RELATIONS

TOPICS

	<u>Page Nos.</u>
(i) DICTIONARY MEANING	1
(ii) INDUSTRIAL RELATIONS AND PERSONNEL RELATIONS.	2 to 5
(iii) INDUSTRIAL RELATIONS AND HUMAN RELATIONS	5 to 7
(iv) VARIOUS LEVELS OF PERSONNEL RELATIONS	7 to 10
(v) AREAS OR ISSUES OR FACTORS TO BE TAKEN INTO ACCOUNT WHILE CONSIDERING THE PROBLEMS OF PERSONNEL RELATIONS.	10 to 14

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CHAPTER I

PERSONNEL RELATIONS

(i) DICTIONARY MEANING :

The term " Personnel Relations" has its origin in the term " Industrial Relations " or it is infact one of the important aspect or side or phase of the term " Industrial Relations" itself.

In this Chapter the researcher has tried to establish the statement that the terms personnel relations and industrial relations denote one and the same meaning even if it is not stated or mentioned directly anywhere, still the same can be made clear from the definitions and the meanings of the two terms mentioned in various books by various authors.

The Dictionary meaning of the term personnel is " the persons employed in a work " while that of " relations " is " connections " and hence by " Personnel relations" it is denoted that the contacts or connections in between various persons employed for a specific work.

(ii) INDUSTRIAL RELATIONS - PERSONNEL RELATIONS :

The term " Industrial Relations" also denotes the same meaning and which can be logically stated in the following way. And for which the study of the term " Industrial Relations" is essentially required. It should also be noted down that the concept of industrial relations has a very wide meaning and connotations.

The simple definition of the term industrial relations runs like follows :-

" The relations that exist in the industry" (1)
That means the contacts or connections that exist in the industry.

But now the problem will be to know what is an Industry ? or what is the exact meaning of the term ' Industry'.

The definition of the term industry states that
" By industry we mean any productive work, it may ~~be~~ include any activity like agriculture, fisheries, transport, banking, construction, commerce and trade " (2)

But the real sense of the term industry can be known from the definition

" an industry is a social world in miniature. It creates an association of various persons " - (3)

And hence the term industrial relationship denotes the meaning mainly of personnel nature- of course the meaning goes beyond this also and hence it covers group relationships, community relationships, and social relationships.

Another approach can also be taken to state that the personnel relations are the part and participle of the term industrial relations.

The term industrial relations in its broader sense means all human relations i.e. relations in-between management, shareholders, consumers, workers, government, unions and various other groups and individuals concerned with organisation. While in its narrower sense it may be taken as relations between management and the workers i.e. in the strictest sense it refers to employer-employee relationship which emerges due to day-today association of management and employees and generally the term is used in this sense. One of the important aspect or phase is related to personnel and hence it denotes the personnel relationship.

The statement that the term personnel relationship and industrial relationship denote one and the same meaning can be made very clear from various definitions.

Shroff has clearly mentioned , " The term industrial relations can be defined in a very large number of ways but subtle distinctions and academic hair splitting apart, there is general unanimity that the industrial relations denote the relations between various parties in an industry" .. (4) And the parties being employers, employees, management there exist a sort of person to person relationship. It is basically the relationship between employees and management which constitute industrial relations for all practical purposes.

The Labour Dictionary has defined " the industrial relation is the relation between employers and employees in the industry" .. (5)

And which again reflects a sort of person to person relationship.

Dale Yoder defined " Industrial relations are the relations between managements and employees or among employees and their organisations that characterise or grow out of employment".

This definition also shows the same meaning of personnel character.

International institute of Labour Studies, defined " Industrial relations are the social relations at production centres or in industry".

This definition also support the same statement.

The industrial life creates a sense of social relationships which have an impact not only on the relations between employers and employees but it includes group community and also individual relationship.

iii) INDUSTRIAL RELATIONS AND HUMAN RELATIONS :

Cordial industrial relations depend upon harmonious human relations which ultimately depend upon the employer, employee or worker-management relations. The trade unions and the Govt. also play very vital role in the industrial relations.

One of the another aspect should be made clear that industrial relations are particularly concerned with human relations in an industry. It is clearly stated by the definition.

" In the words of Yoder, Turnbull, Haneman Jr, and Harold Stone, ' It is difficult to define the term human relations because it appears to mean different things to many different people".... (6)

Harold & Sheppard while criticizing on human relations has pointed out that " Industrial relations in the human relations prospective, reduces itself to person to person relations primarily between employee and employee, employer and supervisors, employee and employer(7) and here also the same person to person approach is taken into account.

Thus we may take into account the term industrial relations from any angle, it focusses on the same theme i.e. the relations of employees at work and hence here the researcher has taken into account the same basic approach while studying the problem of women employees in nationalised banks. The researcher has taken into account this aspect because the industrial relations do not constitute a simple relationship but a set of functional interdependent complexities involving historical, social, psychological, demographic technological, occupational, political, legal and other variables and call for an inter-disciplinary approach to their study.

Industrial relations pose one of the most delicate and complex problems to modern ^{industrial} ~~industrial~~ society which is characterised by rapid change, industrial unrest and conflicting ideologies on national and international planes.

The origin of the term lies in employer - employee relationship and which was informal, personal and intimate. But with the growth of industrial activities the relation is no longer intimate and informal. Number of factors have changed the nature of employer- employee relationship into a relationship of public importance affecting the welfare of the community as a whole.

Viewed in this perspective, industrial relations is a developing and dynamic concept and as such not more limited itself to the complex relations between unions and management but also refers to the general webs of relationships normally obtained between employees and employers.

iv) VARIOUS LEVELS OF PERSONNEL RELATIONS :

Industrial relation is the relation created by the diverse and complex attitudes and approaches of both the management and workers, or employers and employees in concern with the management. However, it is not that much simple mutual relationship. But it includes all the sorts of personnel relations in between employers and other personnel in the industry. And hence the relations and contacts prevail at various levels and in various forms also.

1. Relation in-between an employee and an employee or group of employees.
2. Relation in-between an employee and the employer.
3. Relation in-between one group of employees and other group of employees (i.e. in-between union and union).
4. Relation in-between one group of employees and the employer (i.e. union and employer).
5. Relation in-between one group of employees and the management, i.e. Union and representative of employer).
6. Relation in-between union and management and Govt.

Definition :

" Industrial relations are the complex inter-relations among workers, managers and Government " - Dunlop.

And thus the term industrial relations includes all the segments and hence it also covers all types of relations in public employments. And hence the researcher has taken into consideration 'Nationalised Banks', as government owned industry with a view to study the status of the personnel relations therein.

Industrial relations have been cordially changed from time to time. The problem has to face a lot of stresses and strains. Legislative and other actions were also

taken to remove these stresses and strains. But in-fact successful industrial relations can not be brought by programmes and techniques but by spirit attitudes, appreciation of human values and which basically depend upon personnel and human approach. In brief it can be stated that human relations is the art as well as science concerned with promoting the efficiency and satisfaction of individuals, Solidarity and effectiveness of groups, and productivity and profitability of company. And thus it is related to individuals, groups and communities as well.

The essence of the human relations philosophy is to cultivate and develop environment where employees as individuals and in groups would wish to contribute their best to the organisational goals. And such environment is cultivated and developed where there is an awareness of the needs, aspiration, feelings and emotions of employees on the part of the management.

" Keithn Davis has rightly stated that " Human relations as an area of management practice is the integration of people into work situations in a way that motivates them to work together productivaly and co-operatively and with economic, psychological and social satisfaction".

V) AREAS OR ISSUES OR FACTORS TO BE TAKEN INTO ACCOUNT WHILE CONSIDERING THE PROBLEMS OF PERSONNEL RELATIONS :

" Dale Yoder includes recruitment, selection and training of the workers as well as collective bargaining policies and practices in the term of industrial relations "

And hence according to the point of view of the researcher, while taking into consideration very apparent approach towards personnel relations, it is almost essential to cover all the areas where the satisfaction of employees is most connected with and hence the researcher has taken into account all the areas while ~~and~~ studying problems under consideration. The areas or issues on which the information is collected and put forward are as follows :-

1. RECRUITMENT, SELECTION AND APPOINTMENT :

Which affects on creating first contacts in between employer and employees. It is normally stated that first impressions are ever lasting and hence fair and sound policy is essential to create the confidence ~~to~~ ^{to} remove the misunderstandings afterwards.

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2. TRAINING :

The modern management has no choice whether to train or not to train and training has been accepted at all levels in all industries. It is utmost essential to make the employees as perfect as possible to perform the jobs in the most effective manner.

3. TRANSFERS :

Particularly in an industry like banking which has to work through number of branches the problem of transfer should be considered with great significance. After nationalisation specifically due to 'branch expansion' and 'rural orientation' policies this problem has been made more grave. And the seriousness has been still increased in case of women employees. Because it has been proved to be one of the most disturbing factor in keeping the relations smooth.

4. PROMOTIONS :

Efficiency of the individuals and the productivity of the industry can be increased by devising sound and safe promotion policy. But as far as women employees are concerned it has been observed that they are not much more interested in promotions due to many reasons and hence their capacity and energy cannot be utilised to the fullest possible extent.

5. ABSENTEEISM & LEAVES :

Absenteeism is the headache problem in almost all the industries. One of the remedial measures suggested to reduce the percentage of absenteeism was to provide liberal leave facilities. And hence researcher has taken into account the problem of absenteeism and leave facilities together with a view to observe the same. The problem is rather serious in connection with women employees.

6. TURNOVER OR SWITCHING OVER:-

i.e. the tendency to leave the job and join the new jobs again and again. The higher % of turnover affects in the ~~x~~ ^{affinity} ~~affinity~~ towards the industrial units and many a times it can be stated as the indicator of the job satisfaction received by the employees.

7. OTHER FACILITIES :

Like L.T.C., House Building Loan, Vehicle, Education Loans etc. are more responsible to built up employees moral and hence with which the relations can be kept as normal and cordial as possible.

8. WORK ENVIRONMENT :

The efficiency and satisfaction of the work depend to a greater extent upon work environment in which physical as well as non physical factors are to be considered e.g. separate toilet, separate resting room, play and entertainment facilities etc. As the same time behaviour or treatment given by managers, co-workers and subordinates must also be taken into account which tries to keep better environment of work place.

9. OTHER ACTIVITIES :

Employees' human approach cannot be basically denied under any circumstances. And hence the activities other than that of official nature, help to a greater extent in keeping relations as smooth as possible.

10. TRADE UNIONS :

One of the important level at which the relations are better maintained or worsened is the union level. The union activities are increasing in almost all the industries and hence without considering the interest of employees in union activities, study of industrial relations cannot be completed. The unions which have been formed for the basic solution of employees problem have least considered the problem of women employees

And the researcher has confined to study the personnel relations in connection with all these factors and mainly at employees level.

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FOOT NOTES :

1. V.P.Michael, Industrial Relations and Workers involvement in management P.1 Chapter 1.
2. V.P.Michael, Industrial Relations and workers involvement in management P.1 Chapter 1.
3. C.B. Memorial - Personnel Management Page 926.
4. Edited by Pr. T.N. Kapoor " Personnel Management and Industrial Relations in India - Role of Govt. in industrial Relations Page - 165.
5. G.P.Sinha & PRN Sinha " Industrial Relations and Labour ~~relations~~ legislation - Page - 229.
6. M.N. Rudra basavraj - Dynamic Personnel Administration and Management of Human ~~Relations~~ Page 374
Chapter - 12 resources-
7. M.N. Rudra basavraj - Dynamic Personnel Administration and Management of Human resources - Page 395
Chapter 12.