

## **A STUDY AN ANALYZE THE FACTORS INFLUENCING THE INDUSTRIAL RELATIONS IN TANCEM AND DALMIA CEMENT COMPANIES, ARIYALUR DISTRICT**

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### **1. Introduction**

Industrial relations play a crucial role in establishing and maintaining industrial democracy. The establishment of good industrial relations depends on the constructive attitude on the part of both the management and the unions. The maintenance of good human a relationship is the main theme of industrial relations, because in its absence the whole edifice of organizational structure may crumble. Industrial relation is an art of living together for the purpose of production, productive efficiency, human well-being and industrial progress. The existence of good human relations, organised labour movement, collective bargaining, fair dealing by management with the workers, joint consultation at all levels, etc. is necessary for the establishment and maintenance of harmonious industrial relations and for building up new attitudes and institutions. Thus, no industry can flourish unless there is industrial peace and co-operation.

### **2. Objectives of the Study**

1. To analyze the factors influencing the industrial relations in TANEM and DALMIA Cement Companies.
2. To study the current position of Industrial relation in TANCEM and DALMIA cement companies.
3. To evaluate the difference exists on the industrial relations among the TANCEM and DALMIA cement companies.

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### 3. Review of Literature

- a. **Balan Pillai. K (2006)** revealed that industrial relations system in the cashew industry was very much influenced by the economic conditions of the industry as well as the organisational structure and experiments with Conciliation and Industrial Relations Committee
- b. **Subramanian. S and Rao K.S. (2007)** observed that the involvement of employees in the administration of social security and welfare measures such as canteen committees, grievance committees, works committees, joint management councils, etc. had yielded a significant positive outcome in maintaining good industrial relations.
- c. **Mathur B.P. (2009)** opines that solutions imposed through adjudication or arbitration do considerable harm to the growth of harmonious relations between management and trade unions and need to be avoided. It is felt that the bipartite forum for settlement of industrial disputes should be strengthened. Politicisation of trade union movement should be minimised. 'One enterprise one union' should be enforced for industrial peace.
- d. **Muralidhar Rao A., Maddilety G. and Jaya Sheela (2012)** observed that the causes of strikes and lockouts in industrial sectors as lack of unity in trade unions among workers, low working conditions and outdated technology and over employment.
- e. **Nageshwar Sharma and S.P.Sah (2012)** have found that the demand for increase in wages to meet enhanced cost of living was the main cause of strike. A flood of strikes swept through the country and some strikes were successful and some were unsuccessful.

### 4. Research methodology

#### Pilot Study

While a pilot study is a full-fledged miniature study of a problem such as method of data collection or data collection instrument - interview schedule, mailed questionnaire or measurement scale has been decided. As part of the pilot study the researcher made number of visit to the selected organizations to get a comprehensive idea about the possibility of understanding the study. The researcher had a discussion with a few of the factory managers, executives and employees. Further the researcher explained the purpose and nature of the study.

#### Universe

The universe consists of whole population, which consists of employees whose names are enrolled in the register of the companies. The universe consists of two selected companies, as

there are 365 employees in TANCEM and 272 workforces in Dalmia Cement. From this the researcher takes the total population as universe, it consists of 637 employees of the two selected companies.

### **Research Design**

Research design is acting like a lighthouse and it is passing the light and direction throughout the research voyage. The research design can be of different kinds and modes, it is depends upon the nature of the problem, data and analyses. The research design which is concerned with this title is descriptive in nature. Because this study is try to describe the characteristics of different existing variables like Organizational / Management Support, Functional Support, [Co-workers support] Supervisor Support and Union Support .

### **Nature of Data**

The quality data is the main input and it is essential for a successful completion of any research. For successful accomplishment and to bring the expected amount of quality of this research, the researcher is decided to collect both primary and secondary data from the respective means. To address the selected problem the researcher felt that the role and significance of both primary and secondary data are equally important.

### **Data Analysis**

Mann- Whitney test, Wilcoxon for mean rank test, Chi-square test, Chronbach Alpha and Karl Pearson coefficient correlation test were applied to find out the difference/association/relationship between age, gender, experience, educational qualification, occupation and monthly income. The interpretations of data were followed by the significant findings. Later on the study ends with conclusion and suggestions.

## 5. Data Analysis and Interpretation

**Table: 1**

**TANCEM and Dalmia Cements respondents' opinion about various dimensions of industrial relationship**

Dimensions	Low	High	Mi n.	Max .	S.D	Media n	Mean	Mean Rank
Organizational/ Management Support	314(49.3%)	323(50.7%)	57	97	6.164	82.00	81.31	1 <sup>st</sup>
Functional Support [Co-workers support]	349(54.8%)	288(45.2%)	28	51	4.212	40.00	40.45	2 <sup>nd</sup>
Supervisor Support	269(42.2%)	368(57.8%)	22	49	4.977	38.00	36.85	4 <sup>th</sup>
Union Support	286(44.9%)	351(55.1%)	27	47	3.627	38.00	37.79	3 <sup>rd</sup>
Overall industrial relationship	318(49.9%)	319(50.1%)	167	221	9.670	197.00	196.40	-

The above table indicates that half (50.7 per cent) of the respondents were high level opinion about organizational/ management support and remaining 49.3 per cent of the respondents were low level. The mean and S.D value is 81.31 and 6.164. More than half (54.8 per cent) of the respondents were low level opinion about functional support (co-workers support) and remaining 45.2 per cent of the respondents were high level. The mean and S.D value is 40.45 and 4.212. More than half (57.8 per cent) of the respondents were high level opinion about supervisor support and remaining 42.2 per cent of the respondents were low level. The mean and S.D value is 36.85 and 4.977. More than half (55.1 per cent) of the respondents were high level opinion about union support and remaining 44.9 per cent of the respondents were low level. The mean and S.D value is 37.79 and 3.672. More than half (50.1 per cent) of the respondents were high level opinion about overall industrial relationship and remaining 49.9 per cent of the respondents were low level. The mean and S.D value is 196.40 and 9.670.

**Table: 2****Difference between TANCEM & Dalmia cements of the respondents and their overall industrial relationship****Research hypothesis (H<sub>0</sub>):**

There is no significant difference between TANCEM & Dalmia cements of the respondents and their overall industrial relationship.

**Alternative Hypothesis (H<sub>1</sub>):**

There is a significant difference between TANCEM & Dalmia cements of the respondents and their overall industrial relationship.

Type of Company	Mean	S.D	Statistical inference
<b>Organizational / Management Support</b>			
TANCEM (n=365)	80.51	6.396	T=-3.805 Df=635
Dalmia (n=272)	82.37	5.679	.000<0.05 Significant
<b>Functional Support [Co-workers support]</b>			
TANCEM (n=365)	41.53	4.321	T=7.823 Df=635
Dalmia (n=272)	39.00	3.591	.000<0.05 Significant
<b>Supervisor Support</b>			
TANCEM (n=365)	36.51	4.946	T=-2.012 Df=635
Dalmia (n=272)	37.31	4.991	.045<0.05 Significant
<b>Union Support</b>			
TANCEM (n=365)	37.67	3.780	T=-1.024 Df=635
Dalmia (n=272)	37.96	3.411	.306>0.05 Not Significant
<b>Overall industrial relationship</b>			
TANCEM (n=365)	196.22	10.057	T=-.560 Df=635
Dalmia (n=272)	196.65	9.139	.575>0.05 Not Significant

*Statistical test: Student 't' test was used the above tables*

## Findings

The above table reveals that there is no significant difference between TANCEM & Dalmia cements of the respondents and their overall industrial relationship. The overall industrial relationship opinion about TANCEM cements respondents mean value is 192.22 SD value is 10.057; TANCEM cements respondents mean value is 192.22 SD value is 10.057. Hence, the calculated value greater than table value (.575>0.05). So the research hypothesis ( $H_0$ ) rejected and the alternative hypothesis ( $H_1$ ) accepted.

### Table: 3

**TANCEM and Dalmia Cements respondents' opinion about ORGANISATIONAL / MANAGEMENT Support Dimension**

Supervisor Support	TANCEM (n=365)					Dalmia (n=272)				
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
1. I have friendly and supportive term with my supervisor	12 (3.3%)	17 (4.7%)	95 (26%)	97 (26.6%)	144 (39.5%)	7 (2.6%)	10 (3.7%)	73 (26.8%)	72 (26.5%)	110 (40.4%)
2. My superior is very responsible and committed for both in job and personal work.	28 (7.7%)	29 (7.9%)	97 (26.6%)	89 (24.4%)	122 (33.4%)	13 (4.8%)	15 (5.5%)	75 (27.6%)	73 (26.8%)	96 (35.3%)
3. My supervisor motivates me when I give quality production and right feed back.	29 (7.9%)	32 (8.8%)	80 (21.9%)	90 (24.7%)	134 (36.7%)	9 (3.3%)	12 (4.4%)	65 (23.9%)	72 (26.5%)	114 (41.9%)
4. My supervisor gives job related training and exchange new information.	46 (12.6%)	38 (10.4%)	85 (23.3%)	75 (20.5%)	121 (33.2%)	24 (8.8%)	25 (9.2%)	67 (24.6%)	61 (22.4%)	95 (34.9%)
5. Usually my supervisor gives incompatible message and non-compliance to create tension.	47 (12.9%)	41 (11.2%)	86 (23.6%)	71 (19.5%)	120 (32.9%)	34 (12.5%)	34 (12.5%)	57 (21%)	57 (21%)	90 (33.1%)
6. Supervisors are helps in reducing conflict.	39 (10.7%)	33 (9%)	92 (25.2%)	77 (21.1%)	124 (34%)	34 (12.5%)	28 (10.3%)	62 (22.8%)	53 (19.5%)	95 (34.9%)
7. I do not give frank opinion on my supervisor to	30 (8.2%)	34 (9.3%)	100 (27.4%)	82 (22.5%)	11 (32.6%)	26 (9.6%)	24 (8.8%)	72 (26.5%)	52 (19.1%)	98 (36%)

words create problem in promotion.											
8. My supervisor offer little interest to provide feedback on me.	16 (4.4%)	30 (8.2%)	109 (29.9%)	92 (25.2%)	118 (32.3%)	14 (5.1%)	24 (8.8%)	80 (29.4%)	59 (21.7%)	95 (34.9%)	
9. My supervisor is properly conveys the welfare and safety matters.	31 (8.5%)	38 (10.4%)	100 (27.4%)	97 (26.6%)	99 (27.1%)	21 (7.7%)	21 (7.7%)	71 (26.1%)	65 (23.9%)	94 (34.6%)	
10. I am always loyal and used to report for my supervisor.	22 (6%)	23 (6.3%)	113 (31%)	94 (25.8%)	113 (31%)	8 (2.9%)	23 (8.5%)	82 (30.1%)	71 (26.1%)	88 (32.4%)	

The above table reveals that there is no significant difference between TANCEM & Dalmia cements of the respondents and their overall industrial relationship. The overall industrial relationship opinion about TANCEM cements respondents mean value is 192.22 SD value is 10.057; TANCEM cements respondents mean value is 192.22 SD value is 10.057. Hence, the calculated value greater than table value (.575>0.05). So the research hypothesis ( $H_0$ ) rejected and the alternative hypothesis ( $H_1$ ) accepted.

## 6. Findings

- The above table indicates that half (50.7 per cent) of the respondents were high level opinion about organizational/ management support and remaining 49.3 per cent of the respondents were low level. The mean and S.D value is 81.31 and 6.164.
- More than half (54.8 per cent) of the respondents were low level opinion about functional support (co-workers support) and remaining 45.2 per cent of the respondents were high level. The mean and S.D value is 40.45 and 4.212.
- More than half (57.8 per cent) of the respondents were high level opinion about supervisor support and remaining 42.2 per cent of the respondents were low level. The mean and S.D value is 36.85 and 4.977.



- More than half (55.1 per cent) of the respondents were high level opinion about union support and remaining 44.9 per cent of the respondents were low level. The mean and S.D value is 37.79 and 3.672.
- More than half (50.1 per cent) of the respondents were high level opinion about overall industrial relationship and remaining 49.9 per cent of the respondents were low level. The mean and S.D value is 196.40 and 9.670.

## **7. Suggestion**

- Sound personnel policies and procedures concerning the compensation, transfer and promotion etc. of the employees should be fair and transparent. All policies and rules relating to industrial relations should be fair and transparent to everybody in the enterprise and to the union leaders.
- When employees fall into a routine, it can be difficult to motivate them. Spend time finding ways to challenge employees and make their work interesting and rewarding. The management can use incentive plans such as profit sharing to entice employees to find ways to make the company more productive and profitable. Set production goals for each department, and give rewards such as paid days off or quarterly bonuses to the groups that exceed their goals.
- Trade unions should be strengthened democratically so that they can understand and toe with the main stream of the national industrial activities. They can drop the somehow survive attitude by promising impossible and consequent perpetual strain.
- Improve the communication in the organization; it helps the employees know the organizational objectives. So that workers should be allowed to participate in the management through forums, committees and councils.
- Both management and trade unions should adopt positive attitude towards each other. Management must recognize unions as the spokesmen of the workers' grievances and as custodians of their interest. The employer should accept workers as equal partners in a joint endeavor. It helps to reduces internal conflicts and labour strikes.

## **8. Conclusion**

A good Industrial Relations increases the morale of employers and goods them to give their maximum, each think of their mutual interest which paves way for introduction of new methods,

developments and leading to adoption of modern technology. This progressive ways when designed with their mutual interest and consent develops many incentive propositions, effective participators forum is created in management. Profit are shared, workers get their dues in the organization leading to job satisfaction-which is needed for good relations. Good industrial relation increase production, improves quality of work and products efficiency of workers increased. Cost of production lowered. Bad Industrial Relations leads to industrial unrest industrial dispute and a downward trend to industries workers and the nation. The essence of good industrial relation lies in the bringing up of good labour relations which gives a forum to understand each other (employer, employee) properly.

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