



A STUDY ON THE INDUSTRIAL RELATIONS IN TAMIL NADU CEMENT LIMITED, ARIYALUR DISTRICT OF TAMIL NADU

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ABSTRACT :

The liberalization, privatization and globalization in Indian Economy has evolved more vibrant progress in Industrial Development and Growth with new challenges, especially in more manpower oriented industries, even private sector organizations compete with each other to deliver the business results by handling one of the most significant and complex problems of the industry through establishing proactive industrial relations among employees and employer in the modern Indian Industrial Society. Industrial progress is not possible without harmonious industrial relations, co-operation and coordination of employees. Based on the perception of the respondents the study indicates that poor industrial relations existed in the study unit. Further, semi-skilled worker and unskilled workers expressed low perception about the industrial relations prevailing in the study units when compared to skilled workers.

KEYWORDS : Industrial Relations, Industrial Relations in Tamil Nadu.

INTRODUCTION

Industrial relations have become one of the most delicate and complex problems of modern industrial society. Industrial Relations is a human relation that exists in the production system which has a definite impact on efficiency and productivity and comprises the sum total of the relations in the organizations. In a narrow sense, industrial relations refer to the union-management relations or the so-called collective relations between the employer and the employees. In a broader sense the concept of industrial relations also includes the institutional agent, i.e., the government. Thus, it involves the complex web of relationship between the employer, employees and the government.

Industrial relations is dynamic and is the product of the entire socio-economic-political environment that prevails in a country at a particular point of time. Good industrial relations have the potential to promote the restructuring of organizations and processes for improving productivity and competitiveness. Industrial relations is not merely a matter between the employer and employees, but a vital concern of the community for the protection of its larger interests. It is basically a strategic activity concerned with arriving at the rules of the game, to be observed and enforced by all the players in the organizations. Establishment and maintenance of harmonious relations between labour and management is a pre-requisite for the stability and progress of the industry.

Industrial Relations depends on the quality of the relationship between the workers and their employers in an industrial setting. Mechanisms for preventing and resolving industrial disputes for protecting the rights of the workers and their employers come under the ambit of Industrial Relations Systems and regulations for managing the employee affairs fairly and objectively. It can play a

significant role in preventing the occurrence of employee disputes and grievances and thus have a positive influence on Industrial Relations. It is important to understand that there are two different aspects of Industrial Relations as explained below: (1) what must be done before industrial disputes arise to prevent the occurrence (or to reduce the frequency of occurrence) of future disputes. This can be called as proactive industrial relations. (2) What must be done after industrial disputes arise so as to resolve them at the earliest? This can be called as reactive industrial relations.

REVIEW OF LITERATURE

Rajni Pathania (2012)¹ examined the industrial relation in India in the Era of liberalization. The main focus of this study is trends in the intensity of industrial disputes, its causes and the growth of trade unions in India during the year 1992 to 2011. Results indicate that there is a satisfactory industrial relation in India, due to the growth of trade union and continuous decline in industrial strikes and lockout during the entire study period.

Sorab (1990)² conducted a research in Hong Kong, Malaysia, and India between 1987 and 1990. It is an attempt to empirically test and extend the scope of a model formulated in England in 1977. The original model postulated that managerial behavior towards industrial relations issues, on an organizational or micro level, could be predicted if the managerial style could be properly predicated within the matrix of the model. The present study uses the model to see if similar prediction (or in any case, generalization) can be made on a macro level. The findings reveal that a certain degree of generalization can be empirically sustained in so far as the style of managers in the three countries is concerned.

Arudsothy (1990)³ examined the historical influences on the Malaysian industrial relations system and discussed the current state and likely trends in industrial relations.

Johri (1990)⁴ in his findings, several paradoxes of the industrial system in India are the outcome of the strategic policy doctrine of "Industrialism in a Single Country" are discussed where the industrial relations system built on law, principally the Industrial Dispute Act, has formed part of the strategic doctrine. He pointed out that the IR system has now emerged as a major obstacle to technological progress and competition of Indian Industry where it must be reformed to permit greater freedom to managements where the solution lies in providing labour with social insurance cover under a law.

Sundar (2005)⁵ in his findings, the issues on labour flexibility is studied where; it focused on the arguments for and against labour flexibility and the demands posed by employers and trade unions in India. The theoretical aspects relating to employment protection were discussed. A review of empirical studies on labour market flexibility in India and abroad was studied. The recommendations of the Second National Labour Commission on other countries were also discussed. He emphasized that though, there have been many studies done on industrial disputes still there is a need to undertake the study on Growth of Industrial Relations in India.

¹ Rajni Pathania (2012) " Industrial Relations in India in the Era of Liberalization", *Journal of Humanities and Social Science* Journal of Humanities and Social Science, Volume 2, Issue 6, pp. 22-26

² Sorab G. Sadri Francisca Lukose (1990) "Cross-cultural industrial relations: An empirical examination", *International Journal of Value-Based Management*, Vol.3 issue 2, pp.1-20.

³ Moorthy, Krishna N. (2005) "Industrial Relations Scenario in Textile Industry in Tamilnadu", *Indian Journal of Industrial Relations*", Vol.40, No.4, pp. 470-481.

⁴ Mamoria, C.B, et.al (2015) "Dynamics of Industrial Relations", Himalaya Publishing House, Mumbai. pp.214-215.

⁵ Sundar, Shyam K.R. (2005) "Labour Flexibility Debate in India: A Comprehensive Review and Some Suggestions", *Economic and Political Weekly*, Vol.40, No.22/23, pp.2274-2285.

Nibedita Nanda (2013)⁶ concluded that better relationship between the employee and employer is very essential for successful running of any organization. Favorable relationship can avoid many adverse situations. With a huge manpower, Rourkela Steel Plant has taken every step to maintain a cordial relation. It has given a thrust on participation of employees through many forums - both traditional and revolutionary. Structured Communication as an important vehicle for carrying the employees and management together has been adapted nicely by RSP to facilitate the flow of information, ensure employees' commitment and involvement in all critical aspects of the operation. Of course, there are many scopes for improvement. Both management and recognized union should come forward to restore the relationship of trust. The management needs to be more committed to implement the plans more properly.

Kuriakose Mamkoottam (2017)⁷ argues that the 'Make-in-India' and the proposed labour reforms are unlikely to succeed given the unequal structure of the Indian labour market, with the large majority of the Indian labour force remaining in the unorganized sector and unprotected by the labour laws. It is further argued that the introduction of some of the proposed labour reforms are likely to create further imbalance in the bargaining power in favour of management, which may not help to develop a balanced labour market, and may further increase the social and economic inequality.

Arti Kurubetti, et al (2014)⁸ conducted on the industrial relations scenario at Cummins India Limited. It was found that industrial relations have been cordial, harmonious and collaborative since 2010. Communication and meeting with union representatives and workers is there on a regular basis. The management representative, store managers regularly meet on weekly and monthly basis. Industrial relations manager conducts weekly meetings and resolve grievances immediately. In addition to this the senior leadership meets on a monthly basis with the union. CEO of the company also communicates the goals of the business and situations of the business to the employees on a quarterly basis. The voices of the employees are captured during these meetings and the issues/grievances are resolved as per feasibility. Line managers and shop floor managers are regularly interacting with IR Department for day to day issues of production associates and communicating the issues to IR Department for resolving.

Pawan, et al (2003)⁹ examined the employment relations (ERs) scenario in Indian organizations. The investigation is based on a questionnaire survey of 137 Indian firms in the manufacturing sector. The analysis of existing literature highlights the role of three key actors (management, unions, and the state) in the management of ERs in Indian organizations. It also shows the significant impact of the competitive pressures created by the liberalization of the Indian economy in the changing nature of ERs in Indian firms.

Dwivedi Preeti (2015)¹⁰ explored the industrial relation problem in the coal industry. The focus of this paper was to analyze the problem and prospect of the industrial relation in public sector undertaking. This paper suggests a professional approach on modern day IR practices and concludes

⁶ Nibedita Nanda and Prof. Jaya Krushna Panda (2013) "Challenges And Effectiveness Of Industrial Relation Environment In Indian Industries: A Study On Rourkela Steel Plant, Rourkela, Odisha, India", *International Journal of Marketing, Financial Services & Management Research*, Vol.2, No. 6, pp. 163-175.

⁷ Kuriakose Mamkoottam (2017) "Changing Labour Market and Industrial Relations, Changing Times: Make in India and Ensuing Labour Reforms", *SAGE Journals*, Vol 42, Issue 1, 2017.

⁸ Arti Kurubetti and Dr. Asha Nagendra (2014) " Industrial Relations at Cummins India Limited- A Case Study", *Procedia Economics and Finance* 11 (2014) 86 – 94.

⁹ Pawan S. Budhwar (2003) "Employment relations in India", *Employee Relations*, Vol. 25 Issue: 2, pp.132-148.

¹⁰ Dwivedi Preeti (2015) "Problem and Prospect of Industrial Relation in Public Sector Enterprise – A Study on Coal India Limited", *International Journal of Engineering and Management Sciences*, Vol.6 (3) pp.105 - 113.

that healthy industrial relation in an enterprise generates attitudes which stabilize democratic institutions.

STATEMENT OF THE PROBLEM

The cement industry in India is one of the vital industries for economic development. The total utilization of cement in a year is used as an indicator of economic growth. Cement is a necessary constituent of infrastructure development and a key raw material for the construction industry, especially in the government's infrastructure development plans in the context of the nation's socioeconomic development.

In India after Liberalization, the cement industry was given complete freedom, to gear it up to meet the challenges of free market competition due to the impending policy of liberalization. In 1991 the industry was de licensed. This resulted in an accelerated growth in the industry and availability of state of the art technology for modernization. Most of the major players invested heavily in capacity expansion.

Modern industrialism of cement industry has not been an unmixed, but has created a yawning gulf between management and labour because of the absence of worker ownership of the means of production. Power is concentrated in the hands of a few entrepreneurs, while the majority has been relegated to the insignificant position of mere wage-earners. The workers have now come to realize that most of their demands can be satisfied if they resort to concerted and collective action; while the employers are aware of the fact that they can resist these demands.

This denial or refusal to meet their genuine demands have often led to dissatisfaction on the part of the workers, to their distress, and even to violent activities on their part, which have hindered production and harmed both the workers and the employees. The greatest challenge before the cement industry is to manage industrial relations for sustaining growth with profitability. A spirit of cooperation between management and trade unions is the minimum prerequisite for industrial harmony and development. Industrial relations are a major force which influences the social, political, and economic development of a country.

Industrial relations systems based on the spirit of cooperation ensure the promotion or protection of employees' and the employer's interests taking into account the larger interest of the community. Industrial relations in the cement industry have been more or less similar as in other industries in the country. It is, however influenced by certain factors which are peculiar to this industry. The first is, being the oldest and largest industry employing a considerable number of workers, almost 100 per cent have been unionized.

Secondly, since the plants are concentrated in certain areas of the country, the unions are able to exert pressure on management as well as government. The cement industry is one of the oldest industries employing a considerable number of workers in Tamil Nadu. Because of this, any dispute tends to get wide publicity and consequently executive interference is greater. Thirdly, what happens in one plant is not the concern of that plant alone, but attracts the attention of other plants and as well their workers also set off a chain reaction so that even a small dispute becomes a big one. The industrial relation system in the cement industry is normally perceived as a system of rules and regulations that governs the relationship between the two major parties – employers and employees. Nevertheless, very few attempts have been made to study the industrial relations scene at the State level. It is in this context that the study pertaining to industrial relation in Tamil Nadu, Ariyalur district has been planned. Moreover, it has been recognized that regional studies could provide a better picture of the nature of industrial relation of cement industry in India.

DATA BASE AND METHODOLOGY

The primary data have been collected and used in this study. Primary data were collected through questionnaires, observations as well as in-depth personal interviews of a cross-section of management and workers. The interviews were primarily focused on gaining insight into the major industrial relations problems as perceived by the employees.

SAMPLE FRAME

The study involves public sector cement company, namely Tamil Nadu Cements Limited located in the Ariyalur district. For the purpose of analysis, the workers were classified as skilled, semi skilled and unskilled. In TamilNadu Cements Company Ltd., there are 380 workers. They can be classified as 109 skilled 127 semi skilled and 144 unskilled workers. 30 per cent from each category, numbering 114 is selected as sample respondents on the basis of stratified random sampling method.

RESULTS AND DISCUSSION

The industrial relations of the study units is analyzed in the succeeding pages.

PROFILE OF THE RESPONDENTS

The profile of the respondents is given in table 1.

TABLE 1
DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Demographic Factor		Labels	No. of respondents	Percentage (%)
1	Age	Less than 30	22	19.30
		30-40	29	25.44
		40-50	38	33.33
		More than 50	25	21.93
		Total	114	100.00
2	Educational Qualification	Higher secondary education and below	36	31.58
		Graduate	43	37.72
		Technical	35	30.70
		Total	114	100.00
3	Departments	Production	48	42.11
		Mining	31	27.19
		Mechanical	27	23.68
		Personnel & Accounts	08	07.02
		Total	114	100.00
4	Monthly Income	Less than 15,000	24	21.05
		15,000 - 30,000	52	45.62
		More than 30,000	38	33.33
		Total	114	100.00
5	Experience	Less than 10	27	23.68
		10 - 20	53	46.49
		More than 20	34	29.82
		Total	114	100.00

Source: Primary Data

Table 1 shows that out of 114 sample respondents, 38 per cent, 29 per cent, 22 per cent and 25 per cent of the respondents were in the age group of 40-50 years, 30-40 years, more than 50 years, less than 30 years respectively.

Among the sample respondents, nearly 38 per cent of respondents were Graduate, 32 per cent of the respondents were studied higher secondary education and below and 31 per cent of the respondents technical qualifications.

Out of 114 sample respondents about 42 per cent, 27 per cent, 24 per cent, and 7 per cent of the respondents belongs to Production, Mining, Mechanical, and Personnel & Accounts departments respectively.

In case of monthly income-wise distribution of the respondents, nearly 46 per cent of the respondent's monthly income was Rs. 15,000 - 30,000, 33 per cent and 21 per cent of the respondent's monthly income was More than 30,000 and less than 15,000.

Out of 114 respondents about 46 per cent, 30 per cent and 24 per cent of the respondents work experience was 10 – 20 years, more than 20 years and less than 10 years respectively.

RELATIONSHIP BETWEEN WORKERS AND SUPERVISORS

The smooth relationship between workers and supervisors is one major factor in the prevailing cordial industrial relation in the industry. Therefore, the opinion of respondents about the relationship between workers and lower level management is analyzed in table 2.

TABLE 2
RELATIONSHIP BETWEEN WORKERS AND SUPERVISORS

S.No	Opinion	NO. OF RESPONDENTS						
		Skilled	%	Semi-skilled	%	Unskilled	%	Total
01	Unfriendly	09	27.27	16	42.11	24	55.81	49
02	Neutral	04	12.12	08	21.05	11	25.58	23
03	Friendly	20	60.61	14	36.84	08	18.60	42
	Total	33	100.00	38	100.00	43	100.00	114

Source: Primary data

Table 2 shows that the opinion of the respondents about the relationship between workers and supervisors. In Tamil Nadu cements Limited, out of 33 skilled workers nearly 61 per cent of the respondents were of the opinion that the relationship between workers and supervisors is friendly. Among the 38 Semi-skilled workers about 42 per cent reported that the relationship between workers and supervisors was unfriendly. In case of unskilled workers, the majority of the respondents are dissatisfied with the relationship between workers and supervisor. Therefore, it can be inferred from the table that the skilled workers have a friendly relationship with the supervisors whereas semi-skilled and unskilled workers have an unfriendly relationship with supervisors in the study unit.

RELATIONSHIP BETWEEN WORKERS AND MANAGEMENT

The industry consists of living human beings who want freedom of thought and expression and control over their lives. When employers treat workers as inanimate objects and encroach upon their interests and desires, conflicts and disputes arise. Workers want security of service, good pay and working condition, recognition for a job well done, the opportunity to participate in decision-making. Employers must understand the needs, attitudes and aspirations of workers. If the relationship between management and workers is cordial, industrial conflict can be minimized thereby the organizations have smooth industrial relations. Therefore the opinion about the relationship between workers and management is presented and analyzed in table 3.

TABLE 3
RELATIONSHIP BETWEEN WORKERS AND MANAGEMENT

S.No	Opinion	NO. OF RESPONDENTS							
		Skilled	%	Semi-skilled	%	Unskilled	%	Total	%
01	Unfriendly	14	42.42	18	47.36	27	62.79	59	51.75
02	Neutral	07	21.21	10	26.32	05	11.63	22	19.30
03	Friendly	12	36.37	10	26.32	11	25.58	33	28.95
	Total	33	100.00	38	100.00	43	100.00	114	100.00

Source: Primary data

Table 3 indicates the opinion of the respondents about the relationship between workers and management in the study units. About 52 per cent of the total respondents in the Tamilnadu Cement are of the opinion that the relationship between workers and management is unfriendly. In Tamilnadu cement limited, among skilled workers about 42 per cent expressed their opinion as the relationship between management and workers is unfriendly and 36 per cent opined that there is friendly relationship is existed between workers and management. Out of 38 semi-skilled workers, 47 per cent and 26 per cent of the respondents opined that there is friendly and unfriendly relationship between workers and management. The majority of the unskilled workers expressed unfriendly relationship existed between workers and management. The overall views of the respondents indicate that there is an unfriendly relationship exists between workers and management in the study unit.

ACCESS TO THE MANAGEMENT BY WORKERS

In any industry, easy accessibility of the workers to the management solved most of the problems of the workers. But the easy accessibility to the management, workers can seek redressal of their grievances directly and very quickly. This facilitates good industrial relations in the industry. Therefore, the opinion of the respondents about accessibility of the management to the workers is analyzed in table 4.

TABLE 4
ACCESS TO THE MANAGEMENT BY WORKERS

S.No	Opinion	NO. OF RESPONDENTS							
		Skilled	%	Semi-skilled	%	Unskilled	%	Total	%
01	Not easily approachable	07	21.21	18	47.37	26	60.46	51	44.74
02	Neutral	08	24.24	09	23.68	05	11.63	22	19.30
03	Approachable	18	54.55	11	28.95	12	27.91	41	35.96
	Total	33	100.00	38	100.00	43	100.00	114	100.00

Source: Primary data

Table 4 shows that nearly 44 per cent of the respondents were of the opinion that the management is not easily approachable. Out of 33 skilled workers, 55 per cent of the respondents opined that the management is easily approachable by the workers and, 21 per cent of the respondents expressed their opinion as the management is not easily approachable. Among the semi-skilled workers, 47 per cent opined that the management was not easily approachable and 29 per cent of the

respondents viewed that the management was easily approachable. In case of unskilled workers, 60 per cent of the respondents opined that the management was not easily approachable and 28 per cent opined that the management was easily approachable. Therefore, it can be inferred from the table that skilled workers can easily approach the management and semi-skilled and unskilled workers can easily approach the management in the study unit.

ATTITUDE OF THE MANAGEMENT TOWARDS WORKERS

Impartial attitude of the management towards workers leads to better relationship between management and workers and reduces the industrial conflicts, which in turn promotes good industrial relations in the organizations. Therefore, the opinion of the workers about the attitude of the management towards workers is explained in table 5.

TABLE 5
ATTITUDE OF THE MANAGEMENT TOWARDS WORKERS

S.No	Opinion	NO. OF RESPONDENTS							
		Skilled	%	Semi-skilled	%	Unskilled	%	Total	%
01	Biased	12	36.36	18	47.37	28	65.12	58	50.88
02	In between	04	12.12	05	13.16	06	13.95	15	13.16
03	Impartial	17	51.52	15	39.47	09	20.93	41	35.96
	Total	33	100.00	38	100.00	43	100.00	114	100.00

Source: Primary data

Table 5 highlights opinion of the respondents about attitude of the management towards workers. Nearly 51 per cent of the respondents have stated that the management's attitude towards workers was biased. About 36 per cent of the skilled workers, 47 per cent of the semi-skilled, 65 per cent of the unskilled workers opined that the attitude of the management towards workers was biased and 51 per cent of the skilled, 39 per cent of the semi-skilled, 21 per cent of the unskilled workers have expressed their opinion that the attitude of the management towards workers is impartial. Therefore, it can be inferred from the table that the attitude of the management towards semi-skilled and unskilled workers is biased whereas attitude of the management towards skilled workers is impartial in the study unit.

RELATIONSHIP AMONG WORKERS

The cordial relationship among the workers is the major constituent for the prevailing good industrial relations in the industry. Therefore, the opinion of the respondents about the relationship among the workers is analyzed in table 6.

TABLE 6
RELATIONSHIP AMONG WORKERS

S.No	Opinion	NO. OF RESPONDENTS							
		Skilled	%	Semi-skilled	%	Unskilled	%	Total	%
01	Unfriendly	06	18.18	04	10.53	05	11.63	15	13.16
02	Neutral	02	06.06	06	15.79	11	25.58	19	16.67
03	Friendly	25	75.76	28	73.68	27	62.79	80	70.18
	Total	33	100.00	38	100.00	43	100.00	114	100.00

Source: Primary data

Table 6 reveals that nearly 70 per cent of the respondents expressed their opinion that a friendly relationship existed among the workers. 18 per cent of the skilled, 11 per cent of the semi-skilled and 12 per cent of the unskilled workers opined that the relationship among the workers was unfriendly. The overall opinion of the respondents indicates that there is a better relationship existed among the workers in the study unit.

RELATIONSHIP BETWEEN MEMBERS AND TRADE UNION

Trade unions are an essential feature of the industry in every country. Trade unions emerged as a reaction to the factory system and capitalistic society. In the early stage of industrialization, the working class in the absence of legal protection felt exploited at the hands of the employer. Workers joined hands to protect their interest through collective action. A trade union is an organized expression of the needs, aspirations and attitudes of the working class. In any industry, a well established trade unionism, smooth relationship between management and unions, workers and union is of paramount importance to maintain industrial democracy and peace. Therefore, the opinion of the respondents about the relationship between members and the union is analyzed and presented in table 7.

TABLE 7
RELATIONSHIP BETWEEN MEMBERS AND TRADE UNION

S.No	Opinion	NO. OF RESPONDENTS							
		Skilled	%	Semi-skilled	%	Unskilled	%	Total	%
01	Unfriendly	04	12.12	11	28.95	05	11.63	20	17.54
02	Neutral	09	27.27	05	13.16	12	27.91	26	22.81
03	Friendly	20	60.61	22	57.89	26	60.47	68	59.65
	Total	33	100.00	38	100.00	43	100.00	114	100.00

Source: Primary data

It is understood from the table 7 that irrespective of the categories of the respondents all the respondents have similar opinion about the relationship between members and a trade union was friendly. Only negligible portion of the respondents opined that the relationship between workers and management was unfriendly. Further, it can be inferred that the unskilled workers have close relations with the unions as compared to skilled and semi-skilled workers in the study unit.

DESCRIPTIVE STATISTICS

To find out whether there is any significant difference between the opinion of the of the respondents about the relationship between, workers and supervisors, the relationship between workers and management, access to the management by workers, relationship among workers and the relationship between members and trade union, a null hypothesis is framed and tested with the help of t – test.

Null hypothesis

The respondents irrespective of categories have similar opinion about the relationship between workers and supervisors, workers and management, access to the management by workers, relationship among workers and relationship between members and trade unions.

The result is given in table 8.

TABLE 8
DESCRIPTIVE STATISTICS - PUBLIC SECTOR RESPONDENTS

Opinion		Count	Mean	S.D	t-value	Result
Relationship between workers and supervisors	Skilled workers and Semi-skilled workers	33	11	8.19	0.31	*Not Significant
		38	12.67	4.16		
	Skilled workers and Unskilled workers	33	11	8.19	0.49	*Not Significant
		43	14.3	8.50		
	Semi-skilled work and Unskilled workers	38	12.67	4.16	0.30	*Not Significant
		43	14.33	8.50		
Relationship between workers and Management	Skilled workers and Semi-skilled workers	33	11	3.61	0.48	*Not Significant
		38	12.67	12.67		
	Skilled workers and Unskilled workers	33	3.61	3.61	0.48	*Not Significant
		43	14.33	11.37		
	Semi-skilled work and Unskilled workers	38	12.67	4.62	0.24	*Not Significant
		43	14.33	11.37		
Access to the management by workers	Skilled workers and Semi-skilled workers	33	11	6.08	0.37	*Not Significant
		38	12.67	4.73		
	Skilled workers and	33	11	6.08	0.47	*Not

	Unskilled workers	43	14.33	10.69	0.25	Significant
	Semi-skilled work and Unskilled workers	38	12.67	4.73		*Not Significant
Attitude of the management towards workers	Skilled workers and Semi-skilled workers	33	11	6.56	0.31	*Not Significant
		38	12.67	6.81		
	Skilled workers and Unskilled workers	33	11	6.56	0.42	*Not Significant
		43	14.33	11.93		
	Semi-skilled work and Unskilled workers	38	12.67	6.81	0.21	*Not Significant
		43	14.33	11.93		
Relationship among workers	Skilled workers and Semi-skilled workers	33	11	12.28	0.16	*Not Significant
		38	12.67	13.32		
	Skilled workers and Unskilled workers	33	11	12.29	0.34	*Not Significant
		43	14.33	11.37		
	Semi-skilled work and Unskilled workers	38	12.67	13.32	0.16	*Not Significant
		43	14.33	11.37		
Relationship between members and trade union	Skilled workers and Semi-skilled workers	33	11	8.19	0.24	*Not Significant
		38	12.67	8.62		
	Skilled workers and Unskilled workers	33	11	8.19	0.43	*Not Significant
		43	14.33	10.09		
	Semi-skilled work and	38	12.69	8.62	0.21	*Not Significant
	Unskilled workers	43	14.33	10.69		

It is evident from the table 8 all the respondents irrespective of categories have similar opinion about the relationship between workers and supervisors, workers and management, access to the

management by workers, the relationship between the workers and the relationship between members and trade unions.

INDIVIDUAL DEMOGRAPHIC VARIABLES AND OPINION ABOUT INDUSTRIAL RELATIONS – PUBLIC SECTOR RESPONDENTS

To find out whether there is any significant difference between individual demographic variables such as, age, educational qualifications, department wise distribution, income and experience of the respondents and opinion about the level and extent of industrial relations in the study unit, a null hypothesis is framed and tested with the help of chi-square test.

Null hypothesis

There is no significant difference between individual demographic variables and the opinion of the respondents about the relationship between workers and supervisors, the relationship between workers and management, access to the management by workers, relationship among workers and relationship between members and trade unions.

The result is given in table 9.

TABLE 9
 χ^2 TEST RESULT

Opinion	Demographic variable	χ^2 Test – Value	Table value 5% level	Table value 1% level	H ₀ Accepted / Rejected	Significance
Relationship between workers and supervisors	Age	9.61	12.59	16.81	Accepted	Not significant
	Educational Qualifications	14.00	9.49	13.28	Rejected	**Significant
	Department	6.85	12.59	16.81	Accepted	Not significant
	Income	1.81	9.49	13.28	Accepted	Not significant
	Experience	6.20	9.49	13.28	Accepted	Not significant
Relationship between workers and Management	Age	2.44	12.59	16.81	Accepted	Not significant
	Educational Qualifications	10.10	9.49	13.28	Accepted	Not significant
	Departments	1.36	12.59	16.81	Accepted	Not significant
	Income	10.30	9.49	13.28	Rejected	*Significant
	Experience	3.95	9.49	13.28	Accepted	Not significant
Access to the management by workers	Age	10.50	12.59	16.81	Accepted	Not significant
	Educational Qualifications	4.54	9.49	13.28	Accepted	Not significant
	Department	7.92	12.59	16.81	Accepted	Not significant
	Income	7.59	9.49	13.28	Accepted	Not significant
	Experience	3.15	9.49	13.28	Accepted	Not significant
Attitude of the management towards workers	Age	5.24	12.59	16.81	Accepted	Not significant
	Educational Qualifications	6.10	9.49	13.28	Accepted	Not significant
	Department	5.49	12.59	16.81	Accepted	Not significant
	Income	5.30	9.49	13.28	Accepted	Not significant
	Experience	5.94	9.49	13.28	Accepted	Not significant
Relationship between among	Age	4.79	12.59	16.81	Accepted	Not significant
	Educational	2.53	9.49	13.28	Accepted	Not significant

workers	Qualifications					
	Department	6.71	12.59	16.81	Accepted	Not significant
	Income	2.35	9.49	13.28	Accepted	Not significant
	Experience	3.84	9.49	13.28	Accepted	Not significant
Relationship between members and trade union	Age	10.6	12.59	16.81	Accepted	Not significant
	Educational Qualifications	5.92	9.49	13.28	Accepted	Not significant
	Department	19.2	12.59	16.81	Rejected	**Significant
	Income	12.10	9.49	13.28	Rejected	*Significant
	Experience	13.90	9.49	13.28	Rejected	**Significant

*Significant at 5% level; ** Significant both at 5% level and 1% level.

From table 9, the following inference can be drawn; there is no significant difference between Age, Department, Income & Experience of the respondents and their opinion about the relationship between workers and supervisors.

There is no significant difference between Age, Educational Qualifications Department, & Experience of the respondents and their opinion about the relationship between workers and Management.

The opinion of the respondents about access to the management by workers, the attitude of the management towards workers and the relationship between workers in public sector organization do not significantly differ.

There is no significant difference between age & educational qualifications of the respondents and their opinion about the relationship between members and trade unions.

There is a significant difference between educational qualifications of the respondents and their opinion about the relationship between workers and supervisors. Similarly, there is no significant difference between income wise distribution of the respondents and their opinion about the relationship between workers and management.

The opinion of respondents about the relationship between members and trade unions significantly differs in terms of their Department, Income and Experience of the respondents in the study unit.

PERCEPTION ABOUT OVERALL INDUSTRIAL RELATIONS

The questionnaire for measuring the perception of the respondents about the overall industrial relations in the organizations consists of 148 statements. To assess the industrial relations add up the scores of all the statements. If the score is below 370, signifies poor industrial relations, if the score is in between 371 and 518 the industrial relations is moderate and if the score is above 519, sound industrial relations existed in the organizations. The overall perception of the respondents about industrial relations is shown in table 10.

TABLE 10
PERCEPTION ABOUT OVERALL INDUSTRIAL RELATIONS

Category	No. of Respondnets (N = 114)	
	Mean score	%
Skilled	439.30	59.37
Semi-skilled	360.08	46.77
Unskilled	283.40	38.30
Average	349.42	47.22

Source: primary data

Table 10 shows that the perception of the respondents about the overall industrial relations in the organization. The respondents have secured an average mean score of 47.12 per cent. The skilled workers have secured 59.37 per cent, semi-skilled and unskilled workers have obtained the mean score of less than 50 per cent. Therefore, it can be inferred from the table that poor industrial relations existed in the study unit. Further, semi-skilled worker and unskilled workers expressed low perception about the industrial relations prevailing in the study units when compared to skilled workers.

CONCLUSION

The study reveals that the skilled workers have a friendly relationship with the supervisors whereas semi-skilled and unskilled workers have an unfriendly relationship with supervisors in the study unit. The overall views of the respondents indicate that there is an unfriendly relationship exists between workers and management in the study unit. The skilled workers can easily approach the management and semi-skilled and unskilled workers can easily approach the management in the study unit. The attitude of the management towards semi-skilled and unskilled workers is biased whereas attitude of the management towards skilled workers is impartial in the study unit. The overall opinion of the respondents indicates that there is a better relationship existed among the workers in the study unit. Further, it can be inferred that the unskilled workers have close relations with the unions as compared to skilled and semi-skilled workers in the study unit. The respondents irrespective of categories have similar opinion about the relationship between workers and supervisors, workers and management, access to the management by workers, the relationship between the workers and relationship between members and trade unions. The perception of the respondents indicates that poor industrial relations existed in the study unit. Further, semi-skilled worker and unskilled workers expressed low perception about the industrial relations prevailing in the study units when compared to skilled workers.

To conclude, the liberalization, privatization and globalization in Indian Economy has evolved more vibrant progress in Industrial Development and Growth with new challenges, especially in more manpower oriented industries, even private sector organizations compete with each other to deliver the business results by handling one of the most significant and complex problems of the industry through establishing proactive industrial relations among employees and employer in the modern Indian Industrial Society. Industrial progress is not possible without harmonious industrial relations, cooperation and coordination of employees. It is a practice or process where the manufacturer as industry owner, Trade union leaders as representative of employees, Industry Experts as Consultant and Adviser and Government Machinery are involved in making the industrial policy and amendments from time to time for smooth running of the industries by providing solution to the day to day IR issues and industrial disputes.

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