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**A STUDY OF INDUSTRIAL RELATIONS WITH RESPECT TO EMPLOYEE AND  
EMPLOYER RELATIONSHIP IN MEDIUM SCALE AUTOMOBILE AND AUTO  
ANCILLARY INDUSTRIES IN PUNE REGION**

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**Abstract**

Automobile industries are contributing to country's growth in large extent. Sector is growing and expected to grow in coming period as well. Medium scale automobile and auto ancillary industries are growing. Reason for growth is due to open global market. It creates lot of new business opportunities. At the same time companies are facing employee problems. It is due to an inability of management to handle employees problems, grievance etc. Which creates dispute situation and ultimately it will ended with strike and lockout. This paper is focusing on employee and employer relationship and its consequences.

**Keywords** :Auto Ancillary Industry, Automobile Industry, Global Market

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**Introduction**

Industrial relations are all about the relationship between employee and management. Management at one end developing, forming and implementing different policies. On the other hand, employees are expected to follow the same. Employees are having different views and management is having different views. It is expected that they have to understand each other and go ahead. But in some situations where employees are stand against the management by raising their voice. It is expected from management end that they have to resolve their problems / grievance by providing proper support.

## **Purpose**

Purpose of the study is to identify the reasons of disputes. The reasons are either from management side or from employee side. These problems are needed to be resolved in proper way.

## **Need of Study**

Study of industrial relation is needed because the small problems at workplace will turn into the situation of strike / lockout. It is neither good for management nor for employee. It does affect on organization at larger extent. For smooth running of organization management and employee has to join hand together for betterment of each other..

## **Objectives**

1. To identify the different areas affecting on industrial relations.
2. To identify the various reasons disputes

## **Research Methodology**

### **Research Design**

#### **Type of Study:**

This is an exploratory type of research conducted on medium size industries

#### **Nature of Study:**

It is a quantitative study considering employee and employer relationship

#### **Type of Questionnaire:**

Five scale likert scale questionnaire is use for study by using structured questionnaires

#### **Type of Questions:**

Questions are directly link with different areas of industrial relations

#### **Type of analysis:**

The IBM SPSS 5.0 version is use for data analysis.

### **Sources of Information**

Primary data collected through questionnaire from employee and management.

#### **Plan for Primary Data Collection**

#### **Research Technique:**

Survey method is used for data collection.

#### **Contact Method:**

Data collected through questionnaire, face to face interview, e mail etc.

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## Sample Design

### Population:

Pune and Pimpri Chinchwad area selected for study. In this area there are more than 800 companies are consider for study

### Sample Element:

Medium scale automobile and auto ancillary industries are selected for study

### Sample Size:

There are two industries are selected from auto ancillary industries and two from core automobile industries. Hence there are total four numbers of industries are selected for study.

### Sample Frame:

Sample frame consider permanent employee, contractual employee, supervisory and officer level employees and managerial employees.

### Sampling procedure:

For sampling technique the simple random sample is used.

### Sample size determination technique

Sample size of 49 employees are consider for the study

### Hypothesis

H1 : Management Policies are the affecting on industrial relations

H0 : Management Policies are not main cause of industrial disputes

**Table 1: Respondents Details**

Sr. No	Designation of Employees	Total Strength
1.	Managerial Level	07
2.	Officer Level	11
3.	Permanent Workers	22
4.	Contractual Workers	9
	<b>Total</b>	<b>49</b>

### Analysis

In Code of discipline is followed in industry is agreed by majority of respondents. In trade union represents the problems of union is disagreed by majority of respondents. In

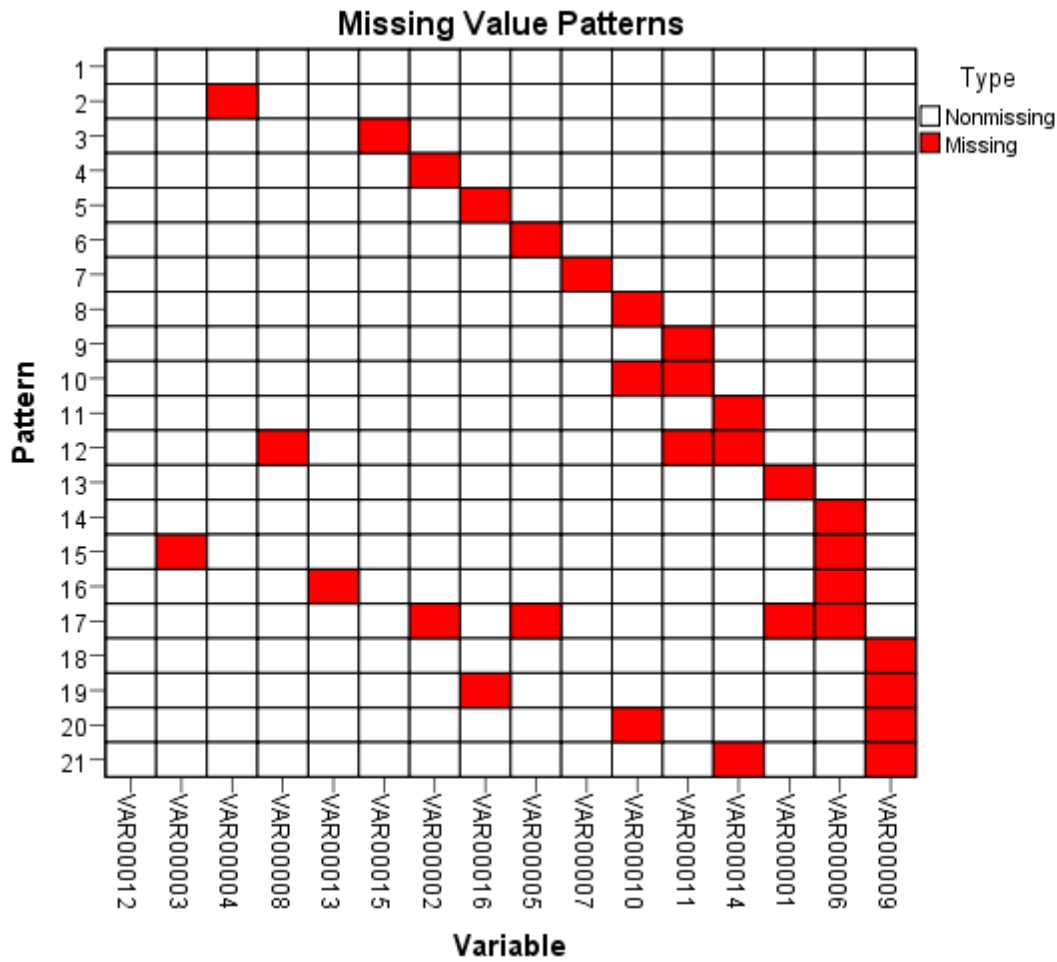
association of white collar employees are require is agreed by majority of respondents. In closure of industry is the last step is to be taken is agreed by majority of respondents. In yellow union is need of time is disagreed by majority of respondents. In retrenchment is required in different business scenario majority of respondents are disagree. In layoff is the best way to manage employee majority of respondents are agree. In management is priorities to productivity than employee, majority of respondents aredisagreeing. In striking workers are forcing non unionized workers for participating in strike majority of respondents are agreeing. In lockout is the best ways to justify the stand of employer, majority of respondents are disagree. In management and employees are not having any plan to recover losses during strike period is agree by majority of respondents. In contractual employees are major cause of worry is agree by majority of respondents. In dispute resolution process is major hurdle majority of respondents are agree for it. In management are not taking complaints as an opportunity to resolve problems are agreed by majority of respondents. In wage issue is mostly affecting on industrial relations are agree by majority of respondents. In employees are getting freedom of voice are disagree by majority of respondents.

#### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Code of discipline followed in industry	45	3.04	1.261	.188
Trade union represents the problems of union	47	2.64	1.187	.173
Association of white collar employee are required	48	3.10	1.325	.191
Closure of industry is the last step is to be taken	48	3.06	1.210	.175
Yellow union is need of time	46	2.43	1.276	.188
Retrenchment is required in different business scenario	45	2.38	1.284	.191
Layoff is the best way to manage employees	46	3.37	1.289	.190
Management giving priority to employees rather than productivity	48	2.73	1.410	.204

Striking workers are forcing non unionized employee to participate in strike	45	3.24	1.228	.183
Lockout is the best way to justify the stand of employer	46	2.26	1.255	.185
Management and employees are not having any plan to recover losses during strike period	46	3.37	1.254	.185
Contractual employees are major cause of worry	49	2.45	1.385	.198
Dispute resolution process is the major hurdle	48	3.13	1.231	.178
Management are not taking complaints as an opportunity to resolve the problems	46	3.17	1.403	.207
Wage issue is mostly affect on industrial relations	48	3.13	1.299	.187
Employees are getting freedom of voice	47	2.36	1.374	.200

In one sample statistics mean is highest as 3.37 for layoff is the best way to manage employees and lowest as 2.36 for employees are getting freedom of voice. Standard deviation is highest as 1.410 for management is giving priority for productivity than employees are lowest as 1.187 for trade union represents the problems of union. Standard error means are highest at 0.207 for management is not taking complaints as an opportunity to resolve the problems.



Missing value is showing highest for variable six for “retrenchment is required in different business scenario” and nine for “striking workers are forcing non unionized workers for participation in strike”.

### Hypothesis Testing

It has been observed that majority of variables are showing test proportion more than 50% and test proportion of “P” value is less than 0.05. Hence the hypothesis “Management Policies are the affecting on industrial relations” is proved.

### Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The categories of Code of discipline followed in industry occur with equal probabilities.	One-Sample Chi-Square Test	.469	Retain the null hypothesis.
2	The categories of Trade union represents the problems of union occur with equal probabilities.	One-Sample Chi-Square Test	.084	Retain the null hypothesis.
3	The categories of Association of white collar employee are required occur with equal probabilities.	One-Sample Chi-Square Test	.368	Retain the null hypothesis.
4	The categories of Closure of industry is the last step is to be taken occur with equal probabilities.	One-Sample Chi-Square Test	.125	Retain the null hypothesis.
5	The categories of Yellow union is need of time occur with equal probabilities.	One-Sample Chi-Square Test	.056	Retain the null hypothesis.
6	The categories of Retrenchment is required in different business scenario occur with equal probabilities.	One-Sample Chi-Square Test	.064	Retain the null hypothesis.
7	The categories of Layoff is the best way to manage employees occur with equal probabilities.	One-Sample Chi-Square Test	.010	Reject the null hypothesis.
8	The categories of Management giving priority to employees rather than productivity occur with equal probabilities.	One-Sample Chi-Square Test	.551	Retain the null hypothesis.
9	The categories of Striking workers are forcing non unionized employee to participate in strike occur with equal probabilities.	One-Sample Chi-Square Test	.168	Retain the null hypothesis.
10	The categories of Lockout is the best way to justify the stand of employer occur with equal probabilities.	One-Sample Chi-Square Test	.011	Reject the null hypothesis.
11	The categories of Management and employees are not having any plan to recover lossess during strike period occur with equal probabilities.	One-Sample Chi-Square Test	.134	Retain the null hypothesis.
12	The categories of Contractual employees are major cause of worry occur with equal probabilities.	One-Sample Chi-Square Test	.083	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

### Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
13	The categories of Dispute resolution process is the major hurdle occur with equal probabilities.	One-Sample Chi-Square Test	.027	Reject the null hypothesis.
14	The categories of Management are not taking compliants as an opportunity to resolve the problems occur with equal probabilities.	One-Sample Chi-Square Test	.145	Retain the null hypothesis.
15	The categories of Wage issue is mostly affect on industrial relations occur with equal probabilities.	One-Sample Chi-Square Test	.236	Retain the null hypothesis.
16	The categories of Employees are getting freedom of voice occur with equal probabilities.	One-Sample Chi-Square Test	.029	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

### Conclusion

Management policies are the key for employees and management relationship. Management is in traditional way of forming and implementing the policies by their own interest. They are not considering or ignoring the interest of employee. It creates the problems in long run. Employees are unaware about the same and they look from their own point of view. Management need to consider the employees view and also their interest for forming policies for better employee and management relationship.

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