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EMPLOYEES' SATISFACTION AND INDUSTRIAL RELATIONS – A STUDY OF SELECTED INDUSTRIAL UNITS OF AHMEDABAD AND ANAND DISTRICTS

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ABSTRACT

The conditions of the work place can be improved by Human Resource Management. Conditions of work, earning of workers, health and safety and working environment can improve by tactful handling of human resources. This leads to satisfaction of employees. The present paper is an attempt to study the relationship between employees' satisfaction and industrial relations in selected industrial units of Ahmedabad and Anand districts. It is hypothesized for the study that there is a significant relationship between state of Industrial Relation and Level of Employees Satisfaction. The study confirms that high employee satisfaction level can reduce industrial disputes and ultimately it leads to cordial industrial relations. Research indicates that there is a strong positive correlation between employees' satisfaction and industrial relations among the selected units. The study also focuses that employee satisfaction is important because the committed and engaged employees create satisfied work group which leads to harmonious industrial relations.

KEYWORDS

Employees' satisfaction, Industrial Relations.

INTRODUCTION

Human Resource Management leads to procurement, preservation and motivation of the workers (Aswathappa, 2008). It can maintain good relations between the different parties. Better relations can be developed through better recruitment and selection, training, placement, timely promotion, adequate compensation, employees' welfare, proper communication and other practices (Mamoria, 1985). The conditions of the work place can be improved by Human Resource Management. Conditions of work, earning of workers, health and safety and working environment can improve. This leads to satisfaction of employees (Prasad, 1973). Satisfaction gives a trigger to the employees to work willingly. Satisfied work force would not create any problem for the management. They would maintain industrial peace and this way Human Resource Management maintains good relations between different parties. Hence, they are considered as important actors in industrial relations. Generally employees work for getting higher pays, job satisfaction and mental satisfaction and to satisfy their own needs. So, for better industrial relations organization concentrate on minimizing their problems through various welfare activities (Khanka, 2008). The present paper is an attempt to study the relationship between employees' satisfaction and industrial relations in selected industrial units of Ahmedabad and Anand districts. It is hypothesized for the study that there is a significant relationship between state of Industrial Relation and Level of Employees Satisfaction.

REVIEW OF LITERATURE

There is a sizable literature on engineering industry in conformity with its history and economic importance. A good deal of analytical literature exists at broad levels like problems associated with productivity, financial performance, size and technology, manpower and location. Similarly many researches have been done on Personnel Management areas including employee employers' relationship. Mehta and Madnani (1973) in their article attempt to examine the effect of size and technology on industry's productivity. Dr. Jacob K.K.(1987) in his study focuses on all the important aspects of personnel management as they are today, with a view to find out what these ought to be tomorrow. Gopal Ji (1985) examined the place of 'Personnel' as a function in Indian manufacturing industries and to survey the enterprise practices relating to personnel function. Nusrat A. Khan (2003) concludes that promoting a healthy and harmonious industrial relations climate both management and workers should understand the dynamics of different organizational, environmental and industrial relation factors. On the basis of extensive literature review, it has been found that considerable studies have been carried out in the field of Industrial Relation. However, very few studies are found on Industrial Relation and employees' satisfaction particularly in Engineering Sector in Gujarat so the present.

OBJECTIVES

The present study attempts to study the industrial relations and employees' satisfaction in engineering sector in Gujarat to fulfill the following objectives:

1. To study the satisfaction level of various types of employees of selected industrial units
2. To suggest remedies to improve the satisfaction level of the employees in industrial units

NEED/IMPORTANCE OF THE STUDY

The study has academic significance and relevance and will act as a magnum opus on the subject for further research and development as far as Ahmedabad and Anand Districts are concerned. The study is expected to help various parties i.e. Employers, Employees, Trade Union Leaders, Government, Other Professional and Technical Staff, Executives, Careerists, Personnel Managers, Labour Welfare Officers, Public Administrators, etc. in decision making process at their organization. It would also be found useful for those who desire to become executives and who are interested in "How to get and keep good people working for them;" and for those who are to be managed and who would want "to know how they should and will be treated by their bosses."

STATEMENT OF PROBLEM

The research study was mainly carried out in the selected engineering units of Ahmedabad and Anand Districts only. Hence, this research work does not aim to cover all the engineering units of Ahmedabad and Anand Districts.

HYPOTHESIS

With a view to arrive at true and fair conclusion, the statistical tools like mean, standard deviation and Analysis of Variance (ANOVA) have been used.

To study employees' satisfaction and industrial relation, the following hypothesis have been framed and tested:

- H₀ - There is no relationship between state of Industrial Relation and Level of Employees Satisfaction.
H₁ - There is relationship between state of Industrial Relation and Level of Employees Satisfaction.

RESEARCH METHODOLOGY

To conduct the present study, 21 industrial units of i.e. 9 from Anand District and 12 from Ahmedabad District have been selected. The present study uses descriptive research design; which is typically more formal and structured than exploratory research. Survey through structured questionnaire has been made in

different places of Ahmedabad and Anand Districts Viz: (Ranpur, Changodar (Sanand), Naroda, Vatva, Moraiya (Sanand), Kasor, Vitthal Udhyanagar & Karamsad).

In order to achieve the objectives of present study relevant primary data was used. The data was collected from the employees of selected engineering units of Ahmedabad and Anand Districts through interaction and interviews and with the help of structured questionnaire by personal visit and conversation. Non-probability convenience method has been used to collect data from employees. Enough care has been taken to have representation of all types of employees belonging to different levels of management. So far as data collected from Employers is concerned in all the units, data were collected from the HR managers or HR executives. Though enough care has been taken in carrying out the present study, it is not excluded from certain limitations as this research work does not aim to cover all the engineering units and employees of Ahmedabad and Anand Districts,

RESULT AND DISCUSSION

In order to analyze further, the level of employees’ satisfaction for different aspects related to IR in case of different categorical data of employees such as, employees of private and public limited companies, employees of different age group, employees with different positions, employees of different experience group, nature of employment. The following subsection of employees’ level of satisfaction indicates the result of the same with tables.

LEVEL OF SATISFACTION IN PUBLIC LIMITED AND PRIVATE LIMITED COMPANIES

Public limited companies are more responsible so, they are supposed to provide more benefits. In order to check difference in level of satisfaction among employees in public limited and private limited companies, separate mean and standard deviation were calculated and Analysis of Variance (ANOVA) was carried out to check the difference in level of satisfaction among employees. Means scores of hypotheses for both the companies are same for different aspects related to IR and result of the same is presented in following tables:-

TABLE 1: SECTOR WISE MEAN ON HR AND IR POLICIES

Components of HR	Sector	N	Mean	Std. Deviation
Safety measures	Private Limited	68	4.24	.550
	Public Limited	331	4.35	.737
	Total	399	4.33	.709
Staff welfare policy	Private Limited	67	4.21	.708
	Public Limited	329	4.04	.888
	Total	396	4.07	.861
Recruitment policy	Private Limited	68	4.06	.710
	Public Limited	328	4.12	.802
	Total	396	4.11	.786
Training Development	Private Limited	68	4.13	.896
	Public Limited	331	4.23	.833
	Total	399	4.22	.844
Promotion Policy	Private Limited	67	3.81	.909
	Public Limited	328	3.80	.961
	Total	395	3.80	.951
Health facilities	Private Limited	68	4.18	.732
	Public Limited	330	4.03	.919
	Total	398	4.06	.890
Over time advantage	Private Limited	67	4.27	.592
	Public Limited	320	4.07	.791
	Total	387	4.11	.763
Family welfare benefits	Private Limited	68	2.79	1.045
	Public Limited	321	3.07	1.096
	Total	389	3.02	1.091
Leave Rules	Private Limited	68	3.84	.765
	Public Limited	331	4.24	.669
	Total	399	4.17	.701
Offering of Bonus	Private Limited	68	4.38	.599
	Public Limited	329	4.30	.660
	Total	397	4.31	.650
Incentives and Rewards	Private Limited	67	3.46	.927
	Public Limited	329	3.74	1.043
	Total	396	3.69	1.029
Performance appraisal	Private Limited	68	3.66	.940
	Public Limited	324	3.99	.862
	Total	392	3.93	.883
Policy for woman	Private Limited	67	2.79	.565
	Public Limited	291	3.03	.747
	Total	358	2.99	.722
Dispute Resolving policy	Private Limited	67	3.01	.707
	Public Limited	318	3.37	.860
	Total	385	3.31	.845
Grievances Redressal Mechanism	Private Limited	67	2.87	.736
	Public Limited	303	3.35	.885
	Total	370	3.26	.879
Overall Human Resources Magt. Policy	Private Limited	66	3.91	.518
	Public Limited	324	4.10	.664
	Total	390	4.07	.645

Source: Computed by the Author

TABLE 2: SECTOR WISE ANALYSIS OF VARIANCES ON HRM AND IR POLICIES

Components of HR	Public Limited v/s Private Limited	Sum of Squares	df	Mean Square	F	Sig.
Safety measures	Between Groups	.748	1	.748	1.488	.223
	Within Groups	199.583	397	.503		
	Total	200.331	398			
Staff welfare policy	Between Groups	1.598	1	1.598	2.160	.142
	Within Groups	291.561	394	.740		
	Total	293.159	395			
Recruitment policy	Between Groups	.203	1	.203	.328	.567
	Within Groups	244.128	394	.620		
	Total	244.331	395			
Training Development	Between Groups	.567	1	.567	.796	.373
	Within Groups	282.896	397	.713		
	Total	283.464	398			
Promotion Policy	Between Groups	.001	1	.001	.001	.974
	Within Groups	356.597	393	.907		
	Total	356.597	394			
Health facilities	Between Groups	1.205	1	1.205	1.521	.218
	Within Groups	313.579	396	.792		
	Total	314.784	397			
Over time advantage	Between Groups	2.145	1	2.145	3.712	.055
	Within Groups	222.511	385	.578		
	Total	224.656	386			
Family welfare benefits	Between Groups	4.226	1	4.226	3.574	.059
	Within Groups	457.610	387	1.182		
	Total	461.835	388			
Leave Rules	Between Groups	8.909	1	8.909	18.931	.000
	Within Groups	186.840	397	.471		
	Total	195.749	398			
Offering of Bonus	Between Groups	.402	1	.402	.952	.330
	Within Groups	166.867	395	.422		
	Total	167.270	396			
Incentives and Rewards	Between Groups	4.332	1	4.332	4.125	.043
	Within Groups	413.696	394	1.050		
	Total	418.028	395			
Performance appraisal	Between Groups	5.969	1	5.969	7.781	.006
	Within Groups	299.171	390	.767		
	Total	305.140	391			
Policy for woman	Between Groups	3.224	1	3.224	6.282	.013
	Within Groups	182.731	356	.513		
	Total	185.955	357			
Dispute Resolving policy	Between Groups	7.019	1	7.019	10.061	.002
	Within Groups	267.199	383	.698		
	Total	274.218	384			
Grievances Redressal Mechanism	Between Groups	12.687	1	12.687	17.139	.000
	Within Groups	272.405	368	.740		
	Total	285.092	369			
Overall Human Resources Magt. Policy	Between Groups	2.103	1	2.103	5.104	.024
	Within Groups	159.887	388	.412		
	Total	161.990	389			

Source: Computed by the Author

At 0.05 level of significance, employees level of satisfaction differ for Leave Rules (.000), Policy for woman (0.013), dispute resolving policy (0.02), Grievances redressal mechanism (0.00). It means employees of private limited and public limited companies were differing in their level of satisfaction for all these aspects and for other aspects they had same level of satisfaction. If we check the mean score for all the aspects in which employees of private limited and public limited companies differ than it is found that in private limited companies, mean score for all these aspects were less than the public limited companies that led to inferences that in private limited companies employees are not satisfied for these aspects compared to public limited companies.

LEVEL OF SATISFACTION AMONG EMPLOYEES OF DIFFERENT AGE GROUPS

Whether employees belonging to different age groups have same level of satisfaction or not, to analyze the same mean and standard deviation were calculated for all the aspects related to IR of different age group employees. ANOVA was also carried out to analyze the same further.

TABLE 3: AGE WISE MEAN ON LEVEL OF SATISFACTION

Components of HR	Age Groups	N	Mean	Std. Deviation
Safety Measures	15-25	56	4.18	.636
	26-35	151	4.17	.773
	36-45	91	4.47	.705
	Above 45	99	4.52	.578
	Total	397	4.33	.710
Staff welfare policy	15-25	56	3.70	.971
	26-35	149	3.98	.842
	36-45	90	4.19	.820
	Above 45	99	4.31	.778
	Total	394	4.07	.862
Recruitment policy	15-25	56	4.04	.785
	26-35	151	4.09	.774
	36-45	90	4.38	.628
	Above 45	97	3.94	.888
	Total	394	4.11	.788
Training Development	15-25	56	4.04	.873
	26-35	151	4.07	.903
	36-45	91	4.42	.731
	Above 45	99	4.34	.785
	Total	397	4.21	.845
Promotion Policy	15-25	56	3.59	.949
	26-35	150	3.88	.810
	36-45	91	3.96	.930
	Above 45	96	3.66	1.141
	Total	393	3.80	.954
Health facilities	15-25	55	3.80	.970
	26-35	151	3.99	.920
	36-45	91	4.13	.819
	Above 45	99	4.21	.836
	Total	396	4.05	.891
Over time advantage	15-25	56	3.98	.751
	26-35	147	4.16	.712
	36-45	86	4.02	.782
	Above 45	97	4.16	.825
	Total	386	4.11	.764
Family welfare benefits	15-25	55	2.71	1.048
	26-35	148	2.88	1.068
	36-45	86	3.21	1.053
	Above 45	98	3.24	1.122
	Total	387	3.02	1.091
Leave Rules	15-25	56	4.11	.623
	26-35	151	4.08	.678
	36-45	91	4.22	.712
	Above 45	99	4.28	.756
	Total	397	4.17	.702
Offering of Bonus	15-25	56	4.18	.606
	26-35	151	4.23	.665
	36-45	91	4.41	.649
	Above 45	97	4.43	.628
	Total	395	4.31	.650
Incentives and Rewards	15-25	56	3.23	1.079
	26-35	149	3.57	.974
	36-45	91	3.81	.999
	Above 45	99	4.05	.973
	Total	395	3.70	1.026
Performance appraisal	15-25	56	3.75	.995
	26-35	147	3.90	.800
	36-45	89	4.09	.834
	Above 45	98	3.93	.966
	Total	390	3.93	.884
Policy for woman	15-25	54	2.93	.640
	26-35	134	3.09	.709
	36-45	79	2.94	.822
	Above 45	89	2.92	.678
	Total	356	2.99	.720
Dispute Resolving policy	15-25	53	3.15	.794
	26-35	146	3.27	.766
	36-45	90	3.39	.857
	Above 45	94	3.37	.950
	Total	383	3.31	.840
Grievances Redressal	15-25	52	3.04	.816
	26-35	141	3.21	.800
	36-45	83	3.35	.889
	Above 45	93	3.35	.985
	Total	369	3.25	.875
Overall HRM policy	15-25	56	4.09	.611
	26-35	149	3.96	.677
	36-45	88	4.18	.617
	Above 45	95	4.12	.616
	Total	388	4.07	.644

Source: Computed by the Author

TABLE 4: AGE WISE ANALYSIS OF VARIANCES ON LEVEL OF SATISFACTION

Components of HR	Age Groups	Sum of Squares	df	Mean Square	F	Sig.
Safety Measures	Between Groups	10.285	3	3.428	7.123	.000
	Within Groups	189.146	393	.481		
	Total	199.431	396			
Staff welfare policy	Between Groups	16.149	3	5.383	7.610	.000
	Within Groups	275.861	390	.707		
	Total	292.010	393			
Recruitment policy	Between Groups	9.713	3	3.238	5.383	.001
	Within Groups	234.594	390	.602		
	Total	244.307	393			
Training Development	Between Groups	10.219	3	3.406	4.911	.002
	Within Groups	272.582	393	.694		
	Total	282.801	396			
Promotion Policy	Between Groups	7.645	3	2.548	2.841	.038
	Within Groups	348.874	389	.897		
	Total	356.519	392			
Health facilities	Between Groups	7.130	3	2.377	3.037	.029
	Within Groups	306.756	392	.783		
	Total	313.886	395			
Over time advantage	Between Groups	2.267	3	.756	1.298	.275
	Within Groups	222.378	382	.582		
	Total	224.645	385			
Family welfare benefits	Between Groups	16.323	3	5.441	4.699	.003
	Within Groups	443.511	383	1.158		
	Total	459.835	386			
Leave Rules	Between Groups	2.939	3	.980	2.004	.113
	Within Groups	192.089	393	.489		
	Total	195.028	396			
Offering of Bonus	Between Groups	4.370	3	1.457	3.508	.015
	Within Groups	162.329	391	.415		
	Total	166.699	394			
Incentives and Rewards	Between Groups	28.086	3	9.362	9.457	.000
	Within Groups	387.064	391	.990		
	Total	415.149	394			
Performance appraisal	Between Groups	4.239	3	1.413	1.820	.143
	Within Groups	299.750	386	.777		
	Total	303.990	389			
Policy for woman	Between Groups	2.193	3	.731	1.416	.238
	Within Groups	181.762	352	.516		
	Total	183.955	355			
Dispute Resolving policy	Between Groups	2.454	3	.818	1.160	.325
	Within Groups	267.191	379	.705		
	Total	269.645	382			
Grievances redresses mechanism	Between Groups	4.356	3	1.452	1.909	.128
	Within Groups	277.698	365	.761		
	Total	282.054	368			
Overall Human Resources Magt. Policy	Between Groups	3.129	3	1.043	2.549	.056
	Within Groups	157.129	384	.409		
	Total	160.258	387			

Source: Computed by the Author

The above table shows the result of ANOVA for level of satisfaction among employees of different age groups that, at 0.05 level of significance for safety measure (0.00), staff welfare policy (0.00), recruitment policy (0.01), Family welfare benefits (0.03), Incentives and rewards (0.00), employees belonging to different age groups were differing in their view for level of satisfaction. It is clear that looking to mean scores for all these aspects for which employees of different age group have different level of satisfaction. Employees of lower age means young employees were not much satisfied compared to employees of higher age groups.

ANALYSIS ON BASIS OF EMPLOYEES' HIERARCHY

It may be possible that employees working as managerial employees, as technical employees and working as shop floor employees have different level of satisfaction. On basis of Employees' hierarchy, separate mean and standard deviation were calculated. This is followed by ANOVA test. Following tables depict the result of the same:-

TABLE 5 DESIGNATION WISE MEAN ON LEVEL OF SATISFACTION

Components of HR	Employees' post	N	Mean	Std. Deviation
Safety measures	Managerial post	134	4.19	.685
	Technical post	114	4.46	.626
	Shop floor Employee	148	4.35	.773
	Total	396	4.33	.710
Staff welfare policy	Managerial post	133	4.04	.802
	Technical post	113	4.20	.758
	Shop floor Employee	147	3.98	.976
	Total	393	4.06	.862
Recruitment policy	Managerial post	132	4.08	.727
	Technical post	114	4.02	.872
	Shop floor Employee	148	4.20	.765
	Total	394	4.11	.787
Training Development	Managerial post	134	4.04	.835
	Technical post	114	4.27	.905
	Shop floor Employee	148	4.32	.783
	Total	396	4.21	.844
Promotion Policy	Managerial post	132	3.80	.842
	Technical post	113	3.70	1.076
	Shop floor Employee	147	3.86	.941
	Total	392	3.80	.951
Health facilities	Managerial post	134	3.88	.867
	Technical post	113	4.10	.886
	Shop floor Employee	148	4.17	.899
	Total	395	4.05	.891
Over time advantage	Managerial post	128	3.87	.807
	Technical post	110	4.25	.683
	Shop floor Employee	146	4.20	.730
	Total	384	4.10	.761
Family welfare benefits	Managerial post	132	3.32	.999
	Technical post	114	3.08	1.049
	Shop floor Employee	140	2.69	1.119
	Total	386	3.02	1.089
Leave Rules	Managerial post	134	3.96	.755
	Technical post	114	4.34	.622
	Shop floor Employee	148	4.22	.668
	Total	396	4.17	.703
Offering of Bonus	Managerial post	133	4.20	.671
	Technical post	113	4.42	.578
	Shop floor Employee	148	4.32	.672
	Total	394	4.31	.650
Incentives and Rewards	Managerial post	134	3.71	.987
	Technical post	113	3.84	1.065
	Shop floor Employee	146	3.55	1.024
	Total	393	3.69	1.028
Performance appraisal	Managerial post	133	3.72	.924
	Technical post	110	3.89	.892
	Shop floor Employee	146	4.14	.796
	Total	389	3.93	.885
Policy for woman	Managerial post	114	3.27	.885
	Technical post	105	2.81	.666
	Shop floor Employee	136	2.90	.520
	Total	355	2.99	.723
Dispute Resolving policy	Managerial post	128	3.48	.784
	Technical post	109	3.24	.838
	Shop floor Employee	145	3.20	.879
	Total	382	3.31	.844
Grievances Redressal	Managerial post	122	3.48	.741
	Technical post	108	3.16	.919
	Shop floor Employee	137	3.13	.922
	Total	367	3.26	.878
Overall HRM policy	Managerial post	128	3.91	.688
	Technical post	113	4.11	.588
	Shop floor Employee	146	4.18	.629
	Total	387	4.07	.646

Source: Computed by the Author

TABLE 6: DESIGNATION WISE ANALYSIS OF VARIANCES ON LEVEL OF SATISFACTION

Components of HR	Analysis	Sum of Squares	df	Mean Square	F	Sig.
Safety measures	Between Groups	4.631	2	2.316	4.682	.010
	Within Groups	194.346	393	.495		
	Total	198.977	395			
Staff warfare policy	Between Groups	3.340	2	1.670	2.261	.106
	Within Groups	288.069	390	.739		
	Total	291.410	392			
Recruitment policy	Between Groups	2.397	2	1.198	1.943	.145
	Within Groups	241.126	391	.617		
	Total	243.523	393			
Training Development	Between Groups	6.146	2	3.073	4.384	.013
	Within Groups	275.458	393	.701		
	Total	281.604	395			
Promotion Policy	Between Groups	1.746	2	.873	.965	.382
	Within Groups	351.928	389	.905		
	Total	353.673	391			
Health facilities	Between Groups	6.192	2	3.096	3.956	.020
	Within Groups	306.796	392	.783		
	Total	312.987	394			
Over time advantage	Between Groups	10.979	2	5.489	9.919	.000
	Within Groups	210.855	381	.553		
	Total	221.833	383			
Family welfare benefits	Between Groups	27.776	2	13.888	12.396	.000
	Within Groups	429.097	383	1.120		
	Total	456.873	385			
Leave Rules	Between Groups	9.969	2	4.984	10.587	.000
	Within Groups	185.031	393	.471		
	Total	195.000	395			
Offering of Bonus	Between Groups	2.821	2	1.410	3.375	.035
	Within Groups	163.403	391	.418		
	Total	166.223	393			
Incentives and Rewards	Between Groups	5.284	2	2.642	2.520	.082
	Within Groups	408.844	390	1.048		
	Total	414.127	392			
Performance appraisal	Between Groups	12.607	2	6.304	8.351	.000
	Within Groups	291.377	386	.755		
	Total	303.985	388			
Policy for woman	Between Groups	13.655	2	6.828	14.028	.000
	Within Groups	171.319	352	.487		
	Total	184.975	354			
Dispute Resolving policy	Between Groups	6.198	2	3.099	4.433	.013
	Within Groups	264.967	379	.699		
	Total	271.165	381			
Grievances Redressal	Between Groups	9.497	2	4.749	6.345	.002
	Within Groups	272.426	364	.748		
	Total	281.924	366			
Overall HRM policy	Between Groups	4.966	2	2.483	6.106	.002
	Within Groups	156.150	384	.407		
	Total	161.116	386			

Source: Computed by the Author

For safety measures, Training Development, Health facilities, over time advantage, Family welfare benefits, Family welfare benefits, bonus, Performance appraisal, Policy for woman and Overall HRM policy, employees with different post differ in their level of satisfaction at 0.05 level of significance. If we observe the mean for safety measure it can be seen that technical employees (4.46) and shop floor employees (4.35) are more satisfied compared to managerial post (4.19), similar result was found for training and development and other aspects related to IR.

LEVEL OF SATISFACTION AMONG CONTRACTUAL AND PERMANENT EMPLOYEES

Another very important analysis regarding level of satisfaction among permanent and contractual employees is shown in the following tables:-

TABLE 7: EMPLOYMENT WISE MEAN ON LEVEL OF SATISFACTION

Components of HR	Nature of employment	N	Mean	Std. Deviation
Safety measures	Contractual	38	4.13	.578
	Permanent	357	4.35	.721
	Total	395	4.33	.711
Staff welfare policy	Contractual	38	3.16	.973
	Permanent	354	4.17	.784
	Total	392	4.07	.857
Recruitment policy	Contractual	38	3.63	.852
	Permanent	354	4.16	.760
	Total	392	4.11	.784
Training Development	Contractual	38	3.84	.823
	Permanent	357	4.25	.838
	Total	395	4.22	.844
Promotion Policy	Contractual	38	3.18	.955
	Permanent	353	3.87	.927
	Total	391	3.80	.951
Health facilities	Contractual	38	3.39	1.028
	Permanent	356	4.13	.839
	Total	394	4.06	.885
Over time advantage	Contractual	38	3.89	.831
	Permanent	346	4.13	.751
	Total	384	4.10	.761
Family warfare benefit	Contractual	38	2.32	.989
	Permanent	347	3.09	1.066
	Total	385	3.02	1.082
Leave Rules	Contractual	38	3.82	.766
	Permanent	357	4.20	.685
	Total	395	4.16	.701
Offering of Bonus	Contractual	38	4.03	.492
	Permanent	356	4.34	.655
	Total	394	4.31	.647
Incentives & Rewards	Contractual	37	2.95	1.104
	Permanent	355	3.77	.987
	Total	392	3.69	1.026
Performance appraisal	Contractual	38	3.50	1.084
	Permanent	351	3.97	.848
	Total	389	3.93	.883
Policy for woman	Contractual	34	2.88	.729
	Permanent	320	3.00	.726
	Total	354	2.99	.726
Dispute Resolving policy	Contractual	38	3.18	.955
	Permanent	343	3.32	.832
	Total	381	3.31	.845
Grievances Redressal	Contractual	38	3.13	1.018
	Permanent	328	3.27	.862
	Total	366	3.26	.879
Overall HRM policy	Contractual	38	3.7	.867
	Permanent	348	4.11	.604
	Total	386	4.07	.645

Source: Computed by the Author

TABLE 8: EMPLOYMENT WISE ANALYSIS OF VARIANCES ON LEVEL OF SATISFACTION

Components of HR	Analysis	Sum of Squares	df	Mean Square	F	Sig.
Safety Measures	Between Groups	1.641	1	1.641	3.263	.072
	Within Groups	197.575	393	.503		
	Total	199.215	394			
Staff welfare policy	Between Groups	34.921	1	34.921	53.997	.000
	Within Groups	252.219	390	.647		
	Total	287.140	391			
Recruitment policy	Between Groups	9.619	1	9.619	16.264	.000
	Within Groups	230.664	390	.591		
	Total	240.283	391			
Training Development	Between Groups	5.852	1	5.852	8.368	.004
	Within Groups	274.857	393	.699		
	Total	280.709	394			
Promotion Policy	Between Groups	15.987	1	15.987	18.484	.000
	Within Groups	336.453	389	.865		
	Total	352.440	390			
Health facilities	Between Groups	18.522	1	18.522	25.112	.000
	Within Groups	289.135	392	.738		
	Total	307.657	393			
Over time advantage	Between Groups	1.850	1	1.850	3.212	.074
	Within Groups	219.984	382	.576		
	Total	221.833	383			
Family welfare	Between Groups	20.647	1	20.647	18.422	.000
	Within Groups	429.260	383	1.121		
	Total	449.906	384			
Leave Rules	Between Groups	5.040	1	5.040	10.503	.001
	Within Groups	188.590	393	.480		
	Total	193.630	394			
Offering of Bonus	Between Groups	3.437	1	3.437	8.359	.004
	Within Groups	161.165	392	.411		
	Total	164.602	393			
Incentives and Rewards	Between Groups	22.855	1	22.855	22.949	.000
	Within Groups	388.410	390	.996		
	Total	411.265	391			
Performance appraisal	Between Groups	7.623	1	7.623	9.993	.002
	Within Groups	295.215	387	.763		
	Total	302.838	388			
Policy for woman	Between Groups	.425	1	.425	.807	.370
	Within Groups	185.529	352	.527		
	Total	185.955	353			
Dispute Resolving policy	Between Groups	.637	1	.637	.893	.345
	Within Groups	270.434	379	.714		
	Total	271.071	380			
Grievances Redressal mechanism	Between Groups	.665	1	.665	.861	.354
	Within Groups	281.193	364	.773		
	Total	281.858	365			
Overall Human Resources Magt. policy	Between Groups	5.524	1	5.524	13.734	.000
	Within Groups	154.445	384	.402		
	Total	159.969	385			

Source: Computed by the Author

Except for Grievances redressal mechanism, Dispute Resolving policy, Policy for women, over time advantage and safety measure for all other aspects employees differed in their views when they classified on basis of nature of job. It can be further studied that contractual employees were not much satisfied for all the aspects compared to permanent employees.

ANALYSIS OF DIFFERENT EXPERIENCE GROUP OF EMPLOYEES

Lastly analysis is carried out by classifying employees as per their total years of experience and tables have been prepared that shows mean standard deviation and ANOVA of the same:-

TABLE 9: EXPERIENCE WISE MEAN ON LEVEL OF SATISFACTION

Components of HR	Experience (Years)	N	Mean	Std. Deviation
Safety measures	1-5	146	4.14	.779
	6-10	71	4.25	.579
	11-15	57	4.49	.710
	16-20	40	4.35	.700
	More than 20	83	4.60	.583
	Total	397	4.33	.710
Staff welfare policy	1-5	145	3.82	.940
	6-10	70	4.13	.741
	11-15	56	4.09	.815
	16-20	40	4.10	.900
	More than 20	83	4.42	.701
	Total	394	4.07	.864
Recruitment policy	1-5	146	3.97	.805
	6-10	71	4.11	.728
	11-15	57	4.42	.596
	16-20	39	4.26	.751
	More than 20	81	4.05	.879
	Total	394	4.11	.787
Training Development	1-5	146	3.98	.906
	6-10	71	4.15	.822
	11-15	57	4.39	.726
	16-20	40	4.28	.847
	More than 20	83	4.55	.649
	Total	397	4.22	.838
Promotion Policy	1-5	145	3.73	.892
	6-10	71	3.87	.861
	11-15	57	4.02	.813
	16-20	40	3.83	1.010
	More than 20	80	3.71	1.171
	Total	393	3.80	.953
Health facilities	1-5	145	3.88	.947
	6-10	71	4.11	.854
	11-15	57	4.09	.872
	16-20	40	4.00	.961
	More than 20	83	4.33	.734
	Total	396	4.06	.891
Over time advantage	1-5	142	4.02	.739
	6-10	70	4.16	.629
	11-15	56	4.18	.789
	16-20	36	3.89	.887
	More than 20	81	4.27	.806
	Total	385	4.11	.763
Family welfare benefits	1-5	144	2.90	1.069
	6-10	65	2.80	.987
	11-15	56	2.95	1.151
	16-20	39	3.15	1.226
	More than 20	83	3.40	1.035
	Total	387	3.02	1.094
Leave Rules	1-5	146	4.03	.689
	6-10	71	4.01	.765
	11-15	57	4.19	.718
	16-20	40	4.30	.648
	More than 20	83	4.46	.591
	Total	397	4.17	.703
Offering of Bonus	1-5	146	4.18	.632
	6-10	71	4.27	.560
	11-15	57	4.30	.654
	16-20	40	4.45	.783
	More than 20	81	4.53	.614
	Total	395	4.31	.647
Incentives and Rewards	1-5	144	3.44	.995
	6-10	71	3.52	.924
	11-15	56	3.68	1.011
	16-20	40	3.73	1.154

	More than 20	83	4.28	.901
	Total	394	3.69	1.029
Performance appraisal	1-5	144	3.85	.831
	6-10	70	3.77	.871
	11-15	55	4.15	.826
	16-20	39	4.10	.912
	More than 20	82	3.98	.981
	Total	390	3.93	.884
Policy for woman	1-5	133	3.07	.761
	6-10	61	2.98	.532
	11-15	52	2.96	.625
	16-20	35	2.89	.900
	More than 20	75	2.92	.767
	Total	356	2.99	.724
Dispute Resolving policy	1-5	138	3.28	.774
	6-10	69	3.04	.580
	11-15	57	3.39	.996
	16-20	40	3.58	.903
	More than 20	79	3.41	.968
	Total	383	3.31	.847
Grievances Redressal Mechanism	1-5	137	3.23	.831
	6-10	62	3.03	.652
	11-15	54	3.31	.968
	16-20	36	3.50	.910
	More than 20	79	3.34	1.011
	Total	368	3.26	.880
Overall Human Resources Magt. Policy	1-5	146	3.98	.709
	6-10	68	3.93	.555
	11-15	54	4.20	.655
	16-20	38	4.18	.692
	More than 20	82	4.22	.498
	Total	388	4.07	.643

Source: Computed by the Author

TABLE 10: EXPERIENCE WISE ANALYSIS OF VARIANCES ON LEVEL OF SATISFACTION

Components of HR	Analysis	Sum of Squares	df	Mean Square	F	Sig.
Safety Measures	Between Groups	13.132	4	3.283	6.895	.000
	Within Groups	186.641	392	.476		
	Total	199.773	396			
Staff welfare policy	Between Groups	19.574	4	4.894	6.958	.000
	Within Groups	273.575	389	.703		
	Total	293.150	393			
Recruitment policy	Between Groups	9.401	4	2.350	3.905	.004
	Within Groups	234.122	389	.602		
	Total	243.523	393			
Training Development	Between Groups	19.711	4	4.928	7.480	.000
	Within Groups	258.224	392	.659		
	Total	277.935	396			
Promotion Policy	Between Groups	4.399	4	1.100	1.214	.304
	Within Groups	351.514	388	.906		
	Total	355.913	392			
Health facilities	Between Groups	10.780	4	2.695	3.479	.008
	Within Groups	302.884	391	.775		
	Total	313.664	395			
Over time advantage	Between Groups	5.416	4	1.354	2.360	.053
	Within Groups	218.003	380	.574		
	Total	223.418	384			
Family welfare benefits	Between Groups	18.201	4	4.550	3.918	.004
	Within Groups	443.633	382	1.161		
	Total	461.835	386			
Leave Rules	Between Groups	11.998	4	3.000	6.401	.000
	Within Groups	183.694	392	.469		
	Total	195.693	396			
Offering of Bonus	Between Groups	7.148	4	1.787	4.413	.002
	Within Groups	157.925	390	.405		
	Total	165.073	394			
Incentives and Rewards	Between Groups	39.868	4	9.967	10.313	.000
	Within Groups	375.972	389	.967		
	Total	415.840	393			
Performance appraisal	Between Groups	6.631	4	1.658	2.146	.075
	Within Groups	297.359	385	.772		
	Total	303.990	389			
Policy for woman	Between Groups	1.595	4	.399	.759	.553
	Within Groups	184.361	351	.525		
	Total	185.955	355			
Dispute Resolving policy	Between Groups	8.857	4	2.214	3.156	.014
	Within Groups	265.170	378	.702		
	Total	274.026	382			
Grievances Redressal Mechanism	Between Groups	6.134	4	1.534	2.000	.094
	Within Groups	278.341	363	.767		
	Total	284.476	367			
Overall Human Resources Magt. policy	Between Groups	5.890	4	1.473	3.660	.006
	Within Groups	154.089	383	.402		
	Total	159.979	387			

Source: Computed by the Author

It can be said with statically evident that for Family welfare benefits, Leave Rules, Offering of Bonus, Incentives and Rewards, means of employees belonging to different experience groups were significantly differed at 0.05 level of significance. It is studied that employees who are new and having one to five years experience were not much satisfied for these aspects compared to employees who have been working since last 15 years.

FINDINGS

The study found that a large number of employees are fully satisfied with the safety measures, training & development and bonus offered by employers in the selected units. It is also revealed from the study that a large number of employees are satisfied with the recruitment policy, staff welfare policy, promotion policy, health and medical policy, overtime advantage, leave rules and overall human resources policy. The study also divulges that a large number of employees are dissatisfied with the family welfare benefits, grievances redressal mechanism and special policy for woman employees. It is observed that employees of private limited companies are less satisfied with leave rule, dispute resolving policy, grievances redressal mechanism and special policy for woman employees compared to employees of public limited companies. Dissatisfaction among young employees (who have just joined an organization) with the safety measures, staff welfare policy, recruitment policy, incentives & rewards and family welfare benefits compared to senior employees has been seen in the present study. It is found that technical employees and shop floor employees are more satisfied with the safety measures, training & development, health facilities, overtime advantage and overall HRM policy compared to managerial employees. It is clear that contractual employees are dissatisfied for almost all aspects related to HRM as well as IR policy compared to permanent employees.

SUGGESTIONS

Promotion policy, recruitment policy and incentives and reward policy should be strengthened further to satisfy the employees, as they have replied that there is no proper policy in their organization for these aspects and hence it is suggested to attract the skilled women employees towards engineering units, the industry has to frame special policies for them. Enough efforts should be made to satisfy the shop floor employees, as they are found less satisfied. There are

number of problems faced by contractual employees and they are also not satisfied with the policy of company so it is suggested to develop such policies which do not ignore feelings and interest of contractual employees. Public limited companies should make some more efforts to create competitive and motivational work environment at work place. Inadequate working condition is the main reasons responsible for industrial grievances according to responses of employees of the selected engineering units. Therefore, the management of the selected units has to provide decent working condition and fulfill basic needs of human beings at the work place. Environmental conditions should be improved in the industry to reduce mental and physical fatigue, accidents and absenteeism. A large number of employees are dissatisfied with family welfare benefits so library facility, canteen facility, and transportation for employees and education facility for their children should be provided. It is also suggested that conveyance should be provided to the workers coming from distance areas.

CONCLUSIONS

As inadequate welfare measures and absence of motivation are the main causes of indiscipline, employers should urgently frame such effective employees' welfare policy which motivates them to work efficiently without creating troubles in the organization. Young employees (who have just joined an organization) are dissatisfied with the safety measures, staff welfare policy, recruitment policy, incentives and rewards and family welfare benefits compared to senior employees. So, employers should also take suggestions from young employees while framing any policy that affects Industrial Relations at the organization.

SCOPE FOR FURTHER RESEARCH

Every attempt has been made to make the study intensive but due to lack of time and resources there exists certain gaps in the present study. Therefore, further work may be under taken to bridge the gap so as to enhance the scope of analysis. The coverage of this study is limited to only twenty one companies. It can further be extended. Data for the purpose of analysis have mainly been collected from secondary resources having certain limitations. Further research work in above mentioned areas would be of great practical significance and would throw more light on the operation of engineering industries in Gujarat, particularly in Ahmedabad and Anand Districts. An interesting area for further research is to analyze the factors leading to industrial relations through comparison. Further study can also be undertaken by comparing Small Scale and Large Scale engineering industries. Further study can also be undertaken by comparing industrial relations in engineering sector with other sectors too.

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