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IMPACT OF INDUSTRIAL RELATIONS ON ORGANISATIONAL PERFORMANCE: A STUDY AT SELECT ORGANISATIONS IN BENGALURU

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ABSTRACT

The workplace environment impacts employee morale, productivity and commitment - both positively and negatively. The work place environment in majority of industries is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate superior, influences to a great extent on their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. That employees in organizations demonstrate a high interest in participation in the decision making process within their respective work places. There is significant relationship between education and employees' involvement in decision making, and as well as between frequency of employees' consultation and organizational commitment. Majority of the employees informed that decisions taken at the committee meetings are implemented, has the positive opinion about the councils working and performance, the organization has been considering the pre-requisites of successful workers participation and feels that shop council and plant council benefit the organization to a great extent.

KEYWORDS

workers' participation, workplace environment, commitment, motivation, performance, employee voice.

INTRODUCTION

In today's dynamic business environment, every organization wants to be a successful organization. This is not possible without Human Resource (HR). The most important asset i.e. Human Resource (man power) is known as life blood of any organization. The success of any organization depends upon the performance of their Human Resource. If question arises to find out the most important difference between ordinary organization and successful organization, the answer would be their HR. The organization also wants quality people. **The greatest challenge before every organization is to recruit right people in right place.** Employee and Employer both are important. They are the two sides of the same coin. One cannot operate without the services of the other.

In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively.

On the belief that the organizational goals of high productivity and harmonious industrial relations are best achieved when the higher level needs of the human elements (workers) are satisfied. Worker participation implies arrangements designed to involve workers in the enterprises decision making process. This allows for workers' involvement in the initiation, formulation and implementation of decisions within the enterprise.

In an effort to **motivate workers**, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively. And for many firms, training the worker has become a necessary input into the production process.

Collective bargaining and other forms of worker representation (i.e. work councils, joint labor-management committees) prevail at most firms. Meanwhile, the diffusion of lean production has promoted the widespread (though unevenly distributed) adoption of more direct forms of employee voice and input such as work teams, off-line problem-solving groups, and suggestion programs. We can choose team voice as the proxy for direct participation. While direct participation can occur through a variety of mechanisms (e.g. two-way briefing groups), work teams represent the most significant commitment of managerial and financial resources to eliciting direct employee voice. Most studies to date measure only the presence of teams or the percentage of employees in teams. In contrast, we choose to measure direct employee voice in terms of teams' influence on multiple work-related issues, building on literature that identifies team-level voice as both conceptually distinct from individual-level voice and also predictive of performance outcomes.

Giving employees greater influence over how they undertake their work and encouraging their input in decision-making is believed to be beneficial for both employees and employers. Studies focused on employee involvement have emphasized employees' discretion in carrying out job tasks and making workplace decisions through a variety of work organization innovations including teams and quality circles. We find that neither type of voice bears a significant relationship to labor productivity when examined solely but that **team voice significantly contributes to enhance worker efficiency** when considered in conjunction with representative voice. In examining the interaction of the two types of voice, we find that a combination of low team and low representative voice leads to inferior labor efficiency compared to other conditions. This interest in non-union forms of employee voice coincides with the decline in unionism in a number of industries and countries.

Workers Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employees' misunderstanding about the outlook of management in industry. The organization is giving utmost importance to the workers' Participation in Management. The organization has been seen to practice sound participative mechanism. There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the organization. **Workers Participation in Management may reduce alienation or increase personal fulfillment of workers. It also influences efficiency in various direct and indirect ways.**

Workers Participation in Management is respectable at BHEL. And employees believed that they will definitely get benefit hence, participation is confined to all the members in the organization and considers them at different levels of decision making. Employees acquiesce that committee members share the information with their colleagues after the meetings, the workers participation in management improves understanding between managers and workers and informed that joint management councils is the method of WPM which is used mostly in the organization.

The **workplace environment impacts employee morale, productivity and engagement - both positively and negatively**. The work place environment in a majority of industry is unsafe and unhealthy. These include:

- Poorly designed workstations.
- Unsuitable furniture.
- Lack of ventilation.
- Inappropriate lighting.
- Excessive noise.
- Insufficient safety measures in fire emergencies and
- Lack of personal protective equipment.

People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Good industrial relation reduces the industrial disputes. Disputes are reflections of the failure of basic human urges or motivations to secure adequate satisfaction or expression which are fully cured by good industrial relations. Strikes, Lockouts. Go-slow tactics, gherao and grievances are some of the reflections of industrial unrest which do not spring up in an atmosphere of industrial peace.

THE PROBLEM STATEMENT

The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is a wide industrial area where the employees are facing a serious problem in their work place like environmental and physical factors. So it is difficult to provide facilities to increase their performance level. A combination of low team and low representative voice leads to inferior labor efficiency compared to other conditions. Employee involvement have emphasized employees' discretion in carrying out job tasks and making workplace decisions through a variety of work organization innovations including teams and quality circles.

SCOPE OF THE STUDY

This research paper aims at suggesting few interactions to provide better work environment, workers' participation in decision making and team voice which contributes to enhance workers' efficiency and organizational performance at Public Sector Organizations and others which is the outcome of the in depth analysis of the work environment.

The paper presents the analysis of the working environment at different public sector organizations and others, the research done to understand the performance level of the employees due to the work environment. Also attempt has been made to identify the motivational factors to attain the target. The study has been carried out in select firms of in and around Bengaluru like BHEL, BRFL AND TOYOTA KIRLOSKAR MOTORS PVT. LTD. The organizations selected for the study employs more than 1000 employees and, is known to practice all statutory and employee welfare measures within its environment

OBJECTIVES OF THE STUDY

1. To understand relationship between the employees and their work environment.
2. To analyze workplace factors affecting the employee's performance.
3. To suggest the measures to improve the working conditions for better performance.

HYPOTHESIS

1. Workers Participation in Management may reduce alienation or increase personal fulfillment of workers, influences efficiency in various direct and indirect ways.
2. The quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance.
3. The success of any organization depends upon the performance of their Human Resource.
4. Team voice significantly contributes to enhance worker efficiency when considered in conjunction with representative voice.
5. Lack of good working facility leads to strained relationship between employer and employees.

METHODOLOGY

The data was collected through primary & secondary sources. The information collected through primary sources includes the informal interview & discussions with the employees, managerial staff of the company, and offices of the State Labour Department & office bearers of the Karnataka Employers' Association on the key issues relating to this study which was designed & developed before data collection in the field. The secondary sources include notices/circulars of the company, articles of different professional bodies, circulars pertaining to industrial relations of the industry issued by the KEA, Bengaluru.

LITERATURE REVIEW

Dr. K. Chandrasekar, states that the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. Dr. Subhakanta Nayak, DGM (HRD), Bhulwaka Group of Companies, Bangalore, states that, Industrial Relations in the industries is the consequential effect of the interactions among the employer, employees and the government which are regulated by the state framed Industrial Disputes Act, 1947. The present study is an attempt to investigate into the prevailing industrial relation situation in the manufacturing industries at Bangalore giving a special focus on the existing Industrial conflicts of Toyota Kirloskar Motor Pvt. Ltd. Further, the study aims at assessing the role & effectiveness of state Industrial Relation Mechanism for settlement of industrial disputes & promotion of industrial peace in the said industry. According to Jaewon Kim, John Paul MacDuffie, Frits K Pil, the type of voice bears a significant relationship to labor productivity when examined solely but that team voice significantly contributes to enhance workers' efficiency when considered in conjunction with representative voice. In examining the interaction of the two types of voice, they find that a combination of low team and low representative voice leads to inferior labor efficiency compared to other conditions. They also find a negative interaction between team voice and worker representative voice, supporting an interpretation that these types of voice do not complement each other with respect to worker productivity. The positive impact of each type of voice is significantly stronger at low levels of the other type of voice.

According to Osamwonyi Ifuero Osad, Dept. of Banking & Finance Ugiagbe Ernest Osas, Dept. Sociology & Anthropology University of Benin Benin-City Nigeria, organizational ailments and failures are common in Nigeria, and poor management style has contributed significantly to these failures. The paper is aimed at studying whether harmonious industrial relations can be used as a panacea for organizational ailments especially that relating to human resources management. The method and techniques employed in collecting data and information for this study include critical summary of some existing literature and data collection (questionnaire and oral interview). Our conclusion *inter alia* is that a harmonious industrial relation is indeed a most potent panacea for organization suffering from poor management, and that the support framework exists for the internalization as a management culture. The pivot is transaction theory and the theme is that collaboration will ensure positive change and team effort. Dr. Patrick J. Akhaukwa, Dr. Loice Maru, and Prof. John Byaruhanga opined that the Collective bargaining is central to any industrial relations system since it is a tool through which regulated flexibility is achieved (Godfrey *et al.*, 2007). A number of studies show that where workers had their terms and conditions of employment determined through collective bargaining and where management supported unions, there was an improved industrial relations environment (Edwards, 2002; Beardwell *et al.*, 2004). Adewole *et al.* (2010) asserted that frequent eruption of industrial conflicts between employers and employees in general can be effectively managed through collective negotiation and consultation with the workers' representatives. Collective bargaining has been noted to help promote cooperation and mutual understanding between workers and management by providing a framework for dealing with industrial relations issues without resort to strike and lockouts. Therefore, fair and legal process will result in successful collective bargaining, hence maintenance of industrial discipline and peace and vice-versa. David Peetz, said that there is some evidence that policies that enhance fairness enhance economic performance. But the effects are conditional; they are neither consistent nor universal. Government policies to encourage or discourage unions, to restrict the extent or scope of collective bargaining or related action, or to encourage or discourage non-unionism or individual contracting, will not do a great deal in net terms to improve economic performance. However, in any specific workplace, industrial relations and the decisions management makes can have a notable effect on productivity. While welfare and industrial relations systems do not make a large inherent difference to economic efficiency, they make a very large difference to social outcomes.

INDUSTRIAL CONFLICTS

Good industrial relation reduces the industrial disputes. Disputes are reflections of the failure of basic human urges or motivations to secure adequate satisfaction or expression which are fully cured by good industrial relations. Strikes, Lockouts, Go-slow tactics, gherao and grievances are some of the reflections of industrial unrest which do not spring up in an atmosphere of industrial peace. However, a brief industrial relation situation as exists in different manufacturing industries of Bangalore is depicted below to arrive at the base line of the present study.

As understood from various media and other secondary sources, several industries in manufacturing sector at Bangalore (Karnataka) are passing through difficult & violent industrial relations scenario.

INDUSTRIAL CONFLICTS AT TOYOTA-KIRLOSKAR MOTORS PVT. LTD.

Toyota-Kirloskar Motor Private Limited is a joint venture of Toyota Motor corporation of Japan & Kirloskar Group which is engaged in manufacturing & sales of Toyota cars in India According to its mission statement of Toyota- Kirloskar Motor Private Limited (TKMPL), the company aims to play a major role in the development of the automotive industry and the creation of employment opportunities, not only through its dealers network, but also through ancillary industries with a business philosophy of "putting customers first" (Wikipedia).

TKMPL'S Car manufacturing plant is situated at Bidadi about 35 km from Bangalore (Karnataka) which is spread across 432 acres of land. It is currently the 4th largest car maker in India after Maruti Suzuki, Hyundai and Mahindra.

On 16th March 2014, Toyota-Kirloskar Motor Pvt Ltd declared lock out of two of its assembly plants in Bidadi (Karnataka) whose production capacity was 310, 00 units annually & employees' strength of 6,400. Reason for said lockout was failure to reach an agreement with workers' Union over the issue of wages, deliberate stoppage of the production line by creation section of employees & exhibiting violent behavior towards supervisor/management staff there by disrupting the production for the month(s) together. After intervention of the state Government, the company announced on dt.21.03.2014 to lift the lockout with effect from dt.24.03.2014 on condition that the workers sign a good conduct undertaking before returning to work.

It appeared from above narrated situations of different manufacturing industrial concerns at Bangalore the main cause for industrial conflicts resulted in huge production loss exorbitant demand of the workmen/Union for wage hike & the failure of dispute settling machineries promote for a bi-partite/tri-partite settlement of the issues/disputes under the provision of the existing industrial relation laws.

INDUSTRIAL CONFLICTS AT BRFL, BANGALORE

The Company's garment manufacturing facilities as well as the Expansion Project are located in or around Bangalore. Bangalore has become a hub for information technology companies and garment manufacturing companies. The increased number of companies setting up offices and manufacturing facilities in Bangalore may put pressure on the area's infrastructure. Increased industrial growth may also put pressure on the availability of labor, which could affect the garment manufacturing industry. As well, the Company's existing facilities for manufacturing woven fabric are located in three different cities, which leads to increased administrative work for the Company and can lead to logistical difficulties for the Company.

- *The loss of key management personnel could have an adverse effect on the business.*
- *The Company's success depends on its ability to attract and retain talented professionals.*
- *Changes in the textile industry may adversely affect the Company.*
- *The Company may face challenges in employing skilled personnel due to the potential of increasing wages.*
- *Labor disturbances at the Company's facilities could negatively affect operations.*

WORKPLACE FACTORS AFFECTING EMPLOYEE PERFORMANCE

- ❖ **Goal-setting:** Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process.
- ❖ **Performance feedback:** Information on how the employee is performing is feedback regularly to employees. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement.
- ❖ **Role congruity:** The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent training. The organization's role expectations are consistent with tasks allocated by the employee's immediate supervisor.
- ❖ **Defined processes:** The organization constrains the variability of how work is actually performed through documenting processes and communicating such expectations to employees.
- ❖ **Workplace incentives:** The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required.
- ❖ **Supervisor support:** Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done.
- ❖ **Mentoring/coaching:** Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role.
- ❖ **Opportunity to apply:** Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills.

- ❖ **Job aids:** Their work is to be made easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists.
- ❖ **Environmental factors:** Environmental factors such as temperature, lighting and ventilation can have a direct impact on health - for example very high temperatures can lead to heat stress and heat exhaustion.
- ❖ **Physical factors:** Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects.

APPRAISING WORKPLACE ENVIRONMENT FACTORS

A. Space and Facilities Required doing the Job

The actual physical layout of an office is extremely important when it comes to maximizing productivity.

B. Relationship with Superiors at the Workplace

Superiors act as advocates for employees, gathering and distributing the resources needed by the employees in order to do a good job and providing positive encouragement for a job well done.

C. Equality of Treatment at the Work Place

Treating employees equally at their workplace motivates employees to do their work with full interest in their work environment.

D. Communication System at the Workplace

A formal communication system at the workplace promotes trust and loyalty among the employees and encourages better team work and relationship shows that communication system at the workplace.

E. Environmental Factors are Conducive to Work

Companies have to provide a friendly and comfortable workplace to work. Most of the employees agree that environmental factors such as temperature, lighting and ventilation will not impact on health.

Procedures to Identify and Control Hazards

There are several procedures followed to identify and control hazards. Majority of employees agree that the procedures are followed strictly to identify and control hazards at the workplace which helps to improve working area.

F. Factors affecting Employee's Attitude at Workplace

Employee's attitude at the workplace is affected by factors (Table 7) like interpersonal relationships, control over environment, shift, emotional factors, job assignment, overtime duty, extended work, etc. **Hence employee's attitude at the workplace is affected highly by emotional factors and lowest by overtime duty.**

G. Physical Aspects influencing Employee's Performance at the Workplace

Office space is one of the leading physical aspects that influence the employee's performance at the workplace with mean value 3.06. Majority of the employees ensures that a poor arrangement of office space, wastes time and energy by failing to provide the means for effective work habits. Since sufficient space is not provided by the company for the assigned job.

H. Job Factors motivating Employees Performance to Attain the Target

Interesting work, opportunity to develop special abilities, adequate information, enough authority, sufficient help and equipment, friendly and helpful co-workers, opportunity to see results of work, competent supervision, clearly defined responsibilities and good pay are considered to be the job factors that motivates employees performance to attain the target.

STRATEGIC INITIATIVES TO IMPROVE WORKPLACE ENVIRONMENT

The following recommendations may be taken as the strategic initiatives to take forward the organizations in line with the competitive advantage.

- ✚ Make your workspace look attractive to you. Try new furniture, photos, posters, mirrors, flowers, knick knacks, toys, statues, rugs, artwork, crystals, etc.
- ✚ Clear out the clutter. Many people notice a dramatic improvement to their productivity when they try this.
- ✚ Bring yourself back to nature by adding some plants to your workspace, and you will find yourself enjoying the environment much more.
- ✚ Even with good air conditioning, you might have periods where you just want to feel a little cooler, or maybe you'd like a bit of air circulation. Use a small portable fan to keep your comfort level right where you want it to be.
- ✚ Simply stating a few words of thanks or sincere admiration for a job well done will help increase morale among employees.
- ✚ Offer bonuses, whether financial incentives, company cars, or other prizes. This gives employees a goal to work towards and can create enthusiasm which is often contagious among employees.
- ✚ Open the lines of communication with employees to find out what kind of things or programs would get them motivated. This will also help them feel like they are an important, contributing factor of the company.
- ✚ Understand that the work environment can greatly affect employee morale. A dreary office lacking light and color can cause depression and a lack of motivation. Brighten up the space with a soothing paint job, green plants, and tasteful artwork.
- ✚ Encourage communication between employees and management. Doing so will allow employees to feel comfortable to voice their opinions and make suggestions to improve conditions and work.
- ✚ Revise the company mission statement to include all employees and departments to ensure each employee feels as though they are an integral part of the company's future.
- ✚ Make sure the values and ethics of the company are of those employees can take pride in. Most employees in the work force want to work for a company they can trust and believe in.
- ✚ Find ways to make life more pleasant in general for employees. Offer flexible schedules, work-from home schedules, gym memberships, etc.
- ✚ Provide personal counseling for the employees affected by domestic problems.
- ✚ Have fun! You don't have to dress in a clown's costume, but you can promote a feeling of happiness and satisfaction in the workplace. Go out and talk to your employees. Smile. Recognize what they do, for without them, you wouldn't have a business to start with.

SUGGESTIONS

1. The management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better.
2. Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. Principles of management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.
3. Motivation is present in every life function. A common place that we see the need to apply motivation is in the work place. In the work force, we can see motivation play a key role in leadership success. A person unable to grasp motivation and apply it will not become or stay a leader. While the most obvious incentive for increasing employee productivity is often thought to be based on salary and promotions, this is not always the case. In fact, recent thought on the true nature of optimal human resource management has concluded that in a large number of cases, salary has to do with motivation than do other important factors.

4. In addition, a motivating work environment must be the one in which employees are treated fairly. No matter what level of input a particular worker has in relation to the business processes as a whole, it is essential for a manager to give each employee a sense of playing a dynamic, integral role in something much larger. Indeed, engendering loyalty is a key element of motivating workers and thereby increasing the overall productivity of operations.
5. **One important tool for motivating employees is praise.** Effective project managers must learn how to cultivate this powerful method of worker motivation.
6. Whenever a group of people is put into a work situation, there's potential for conflict. People bring to the job differing work habits, ethics, and modes of expression, and differences of opinion are bound to arise. It's not possible to eliminate conflict from a workplace, but establishing clear guidelines for work responsibilities, promotion practices, and scheduling issues can go a long way toward creating a harmonious environment. Periodically reviewing employee responsibilities is necessary to make sure that one or a few employees don't end up doing a disproportionate share of the work.
7. The following **four steps** are an excellent start in implementing a workplace environment that has the best chance of satisfying technical and professional employees.
 - Do an audit of your company's control system.
 - Decide what characteristics to adopt.
 - Train technical workers and managers for the new culture.
 - Monitor success and provide feedback.

CONCLUSION AND RECOMMENDATIONS

Workers Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employees' misunderstanding about the outlook of management in industry. The organization is giving utmost importance to the workers' Participation in Management. The organization has been seen to practice sound participative mechanism. There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the organization. Workers Participation in Management may reduce alienation or increase personal fulfillment of workers. It also influences efficiency in various direct and indirect ways. Careful measurement and calculation are required to assess the net effect of participation upon efficiency and organizational performance.

Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. Managers and supervisors will need to be comfortable with working with the whole gamut of workplace factors that influence employee motivation. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance back. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace coaching.

Last but not least, to drive their organizations to peak performance managers and supervisors must put out front the human face of their organization. Paramount here is the human-to-human interaction through providing individualized support and encouragement to each and every employee.

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