

# A Study on Industrial Relations in Sugar Industry



## Management

**KEYWORDS :** Industrial Relations, Review of Literature, Results & Discussions.

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### ABSTRACT

*Drawing from the colonial model of governance, the policy makers in the free India designed 'state intervention' model to manage the industrial relations system (IRS) and the labour market primarily because of the compulsions arising out of economic planning strategy. Evidence for this is abundant in the 1990s and 2000s, in particular with regard to trade union acceptance of wage concessions and/or productivity drives in exchange for medium-term employment guarantees against the backdrop of international investment competition. In the process, industrial relations, next to their function as an instrument of social compromise in the workplace, have become closely linked to the economic performance of firms. IR agendas now often feature issues beyond the "classic" domains of wages and employee welfare, such as investment, outsourcing, or work organization. The present paper is to study industrial relations in sugar industry.*

### Introduction:

Everyone who derives an income through work or who becomes involved in the organisation and management of employees at work is immersed in the practice of industrial relations can have an important effect on the overall performance of an organisation. At the same time, the terms and conditions of employment directly affect the quality of employees' working lives and their capacity to enjoy many aspects of their lives outside of work. These issues of 'efficiency' and 'equity' the contributions of industrial relations to the wellbeing of work organisations and even the national economy on the one hand, and the consequences of changing industrial relations for employees on the other—are central themes in recent national policy debates, in strategic deliberations in company boardrooms and in more everyday discussions in cafes and around kitchen tables.

### Review of Literature:

K.G. Desai (1968) study shows a comparison between motivation of blue collar and white-collar workers of three industries located in Bombay and Kollapur cities in Maharashtra state. Adequate earnings, security in job and fair treatment of grievances were important motivators for both workers. Opportunities for advancement were considered to be more important to white collar workers than blue-collar workers.

Ashraf U Kazi and Peter Townsend (2007) in their working paper titled "Analysis and Examination of the Employment in India" analysed the industrial relations of the largest workforce in India. The study concluded with the settlement of disputes and maintenance of peace and harmony in the workplace is the remarkable one.

Benedict Y Imbun (2008) examines the emerging industrial relations and its operation in Papua New Guinea's (PNG's). His studies identify the existed industrial relations contradictions with and present challenges for the country.

### Statement of the Problem:

The industrial situation has been tremendously improved in recent years, despite its man days lost on account of its strikes and lockouts. It has been identified that wage and wage related issues, personnel issues, retrenchments and indiscipline were

some of the major reasons for the strikes and lockouts. Emergence of multinationals and voice against privatisation are gaining due importance these years. The smooth relationship is maintained by government's proactive role and involvement of other social partners at various bipartite -tripartite in the formulation of labour and industrial policies.

### Objective of the Study:

To Study the Overall Industrial Relations in Chittoor Co-operative Sugars Limited

### Results and Discussions:

#### Step-wise Multiple Regression Analysis:

This section deals with the analysis of the relative contribution or magnitude of the effect of each of different independent variable to the dependent variable. The Industrial Relations of chittoor co-operative sugar factory Ltd is predicate with the help of independent variables.

**Table-1**  
**Variable used for regression Analysis**

Variable Number(VN)	Description of the variable	Symbol used
1	Age	A
2	Gender	G
3	Social Status	SS
4	Race	R
5	Academic Qualification	AQ
6	Department	De
7	Designation	Ds
8	Job Tenure	JT
9	Salary	S
10	Industrial Relations	IR

Industrial Relations (IR) i.e., variable number 9 in the table-1 is the dependent variable in the present investigation. Industrial relations of Chittoor Co-operative Sugar Factory Ltd employees is related to a number of demographic variable very important the step-wise multiple regression is employed in the present investigation to predict the department variable with the help of independent variables. There are 9 variables in the present study.

Industrial relations as dependent variables and 9 demographic variables as independent variables (9).

**Prediction of Industrial Relation:**

The prediction of Industrial Relations source(IR) and the relative contribution of various variables namely age, gender, social status, race, academic qualification, department, designation, job tenure, and salary on the dependent variable(IR) is studied, with the help of step-wise multiple regression analysis.

**Prediction of Industrial Relation with the Help of Demographic Variables (1-9):**

The Industrial Relations source (IR), variable number 10 in table-1 is predicted with the help of demographic variable (1-9) using step-wise multiple regression analysis.

The influence of 'demographic variables' on Industrial Relations is investigated through step-wise multiple regression analysis.

The following hypothesis is framed.

**Hypothesis-1:**

No single variable or a set of variables (demographic variables (9)) included in the study do not significantly expert their contribution to Industrial relations.

**The result of the regression analysis is reported in table-2.**

S. No	IV(VN)	R	R <sup>2</sup>	SER	F value	B(VN)	t' value for b	Constant	B	R	% variance
1	G(v <sub>2</sub> )	0.177	0.0314	80.047	4.487 (1,138)	34.127	2.12	728.560	0.177	0.177	3.149

It is seen from the table-2 that the second variable entered into the step-wise regression analysis is Gender (G). The multiple correlation(R) obtained is 0.177. It implies that the strength of the relationship between the two variables (IR&R) is about 17 percent. It could be seen that R is significant F (4.487) beyond 0.01 level of significant for 1 and 138 df. The critical value of 'F' is 3.85 at 0.05 level and 6.66 at 0.01 level for 1 and 138 df. The coefficient of multiple R<sup>2</sup> 0.0314. This shows that 3.14 percent of the variance in IR is accounted by G.

The standard error of multiple R (SER) is 80.047 from this it may be inferred that nearly 84.07 percent of actual IR value would lie with in 80.047 of IR value predicted with the help of this variable (G).

The partial regression coefficient (B) presented in the column '7' is 34.127 unit. This value indicates that IR value would change by 34.127 units for every one unit of change in G. The 't' value for b is 2.12 which is highly significant at 0.01 level. The value of the constant that could be written to predict G at this stage is 728.560.

The general formed of multiple regression equation may be written as

$$Y = G + b_1(X_1) + b_2(X_2) + b_3(X_3) + \dots + b_n(X_n)$$

Where Y is predicted score on the dependent variable; b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub>, - - - - b<sub>n</sub> are partial regression coefficient ; X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, - - - - - X<sub>n</sub> are scores on different independent variables and G is constant.

Thus the multiple regression equation at the end of this step, could be written as

$$IR_1 = 728.560 + (34.127) G$$

Hence it is concluded that Industrial Relations score could best be predicted with the help of 'Gender' among the 9(1-9) demographic variables. Hence the null hypothesis that no single variable or a set of variable (9 demographic variables) include in the study do not significantly exert their contribution to Industrial Relations is rejected.

**Conclusion:**

Considering the radical changes that have taken place in the domestic industrial scenario and the labour market, the Government has decided to set up the Second National Commission on Labour to suggest among others, rationalisation of the existing laws in the organised sector so as to make them more relevant and appropriate in the changing context of globalisation and opening up of the Indian economy.

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