ABSTRACT

Industrial unrest and conflicting ideologies in the national and international spheres. It is a dynamic concept which depends upon the pattern of society, economic system and political set-up of a country and changes with the changing economic and social order. It is an art of living together for the purposes of production, productive efficiency, human well-being and industrial progress. It comprises of a network of institutions, such as, trade unionism, collective bargaining, employers, the law and the state, which are bound together by a set of common values and aspirations. A knowledge of such institutions is important if we are to understand every days industrial relations phenomena.

The four main parties who are actively associated with any industrial relations system are the workers, the managements, the organizations of workers and managements, and the State. Fundamentally, industrial relations has to an organized relationship between two organized parties representing employers and employees regarding matters of collective interest. With the growth of professional management, the industrial relations is represented by the representatives of employers and representatives of the employees.

1. INTRODUCTION

Industrial relations constitute one of the most delicate and complex problems of the modern industrial society which is characterized by rapid change, industrial unrest and conflicting ideologies in the national and international spheres. It is a dynamic concept which depends upon the pattern of society, economic system and political set-up of a country and changes with the changing economic and social order. It is an art of living together for the purposes of production, productive efficiency, human well-being and industrial progress. It comprises of a network of institutions, such as, trade unionism, collective bargaining, employers, the law and the state, which are bound together by a set of common values and aspirations. A knowledge of such institutions is important if we are to understand every days industrial relations phenomena. These institutions are a social network of organizations, participants, processes and decisions, all of which interact and interrelate together within the industrial relations environment and even beyond it.

There is no unanimity of the meaning and scope of “Industrial relations” since different terms, such as, management relations, employer-employee relations, union-management relations, personnel relations and human relations, are in use and are used synonymously. In its strictest sense, the term “Industrial relations: means relationship between management and workmen in a unit or an industry. In its wider connotation, it means the organization and practice of multi-pronged relationships between workers and management unions and workers, and the unions and managements in an industry. It is a “whole field of relationship that exists because of the necessary collaboration of mean and women in the employment process of an industry”.

“Industrial relations are the composite result of the attitudes and approaches of employers and employees towards each other with regard to planning, supervision, direction and co-ordination of the activities of an organization with a minimum of human efforts and frictions with an animating spirit of co-operation and with proper regard for the genuine well-being of all members of the organization”.

The subject of industrial relations deals with certain regulated or institutionalized relationship industry. The “unstructured” relationships have their importance for management and workers, but they lie outside the scope of a system of industrial relations.

Industrial relations in the broadest terms as encompassing the rules governing employment, together with the ways in which the rules are made and changed and their interpretation and administration.

It is a part of wider employment relationship and labour market frame work, to put in a more simple manner, industrial relations is that part of management which is concerned with the manpower of the enterprise. It is thus, the relation created at different levels of the organization by the diverse, complex and composite needs, aspirations, attitudes and approaches among the participants. It is a highly complex and dynamic process of relationships involving not only
employees and managements, but also their collective forums and the state. In an organization, these relationships may be personal and informal at one end, and may be highly institutional with legally prescribed structures and procedures, at the other end.

The four main parties who are actively associated with any industrial relations system are the workers, the managements, the organizations of workers and managements, and the State. Fundamentally, industrial relations has to an organized relationship between two organized parties representing employers and employees regarding matters of collective interest. With the growth of professional management, the industrial relations is represented by the representatives of employers and representatives of the employees. But the industrial relations cannot merely be confined to common labour-management relations or employer-employee relations.

2. THE OBJECTIVES OF THE STUDY

1. The main objectives of the study is to examine the “Industrial Relation in Public Enterprises – A Comparative Analysis of SCCL & KTPS”. The sub-objective of study as follows:
   1. To examine the Trade Unions in Public Enterprises in SCCL and KTPS with help of certain identified variables.
   2. To measure the Industrial Disputes in KTPS & SCCL.
   3. To study the ‘Industrial Employment’ (Standing Orders) in KTPS & SCCL.
   4. To establish Grievance Handling procedures in KTPS & SCCL.
   5. To examine Human Resource Accounting Practices.
   6. To offer suggestion to Improve the Industrial Relation in Public Enterprises in SCCL & KTPS.

3. SCOPE OF THE STUDY

The scope of the present study is confined to the Industrial Relations in Public Enterprises – A comparative analysis of SCCL & KTPS in relation to selected criteria. A dedicated discussion on each criteria the entire enterprise in overall manner. However for the purpose of detailed examination unit level practices are taken from SCCL and KTPS.

4. DATA BASED AND METHODOLOGY

The methodology adopted in the present study regarding selection of sample, period of study, data sources, analysis and interpretation of data. Primary data is collected through questionnaires personal discussions with officials of the SCCL and KTPS. Secondary data was collected from the annual reports of the SCCL and KTPS other official records and documents, Libraries of the Institutes and Universities and reports of the committee on the public undertaking, public enterprise Management Board, Hyderabad. While presenting data charts and graphs are used at relevant places apart from the table. Abbreviations are used for the term, which are repeated over a number of times the index of abbreviation is given at the beginning for reader reference.

5. SELECTION SAMPLE

In order to evaluate the Industrial Relations in public enterprises - A comparative analysis of SCCL & KTPS has been chosen, KTPS and SCCL is leading coal and power sector company as state owned corporation units. The sample of employee is tentatively fixed as 200 which includes all departments and all cards employees in KTPS and SCCL.

6. PERIOD OF STUDY

The present study covers a period of five year from 2009-10 to 2015-16 in order to draw trends in Industrial Relation in Public Enterprises like KTPS and SCCL, Kothagudem.


Industrial relations are complicated aspect and as such it is very difficult to pin point the exact number of factors contribution to the industrial relation as several contribution factors have been identified by different context. After careful review of previous research studies and on the basis of informal discussion with these ten (10) factors indirectly influence the direct contribution to industrial relations.

For the purpose of identifying the relative importance of each factor, the respondent of same of all level of KTPS have been arranged on a fine point scale with rating. 0 – Strongly disagree, 1 – disagree, 2 – neither disagree nor agree, 3 – agree, 4 – strongly agree. In order to quantity the response the score have assign to these rating mention below:

<table>
<thead>
<tr>
<th>Response</th>
<th>Score Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Neither disagree Nor agree</td>
<td>2</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
</tr>
</tbody>
</table>
The samples respondents (100 KTPS employee and SCCL employees) were asked to indicate their preferences along the five point scale. In order to identify the relative importance of selected factors, the following procedure has been followed:

i. The score value, given by the respondents for each has been summed up enterprise wise.

ii. The sum of score value obtained has been divided by the number of respondents to obtain the average score for each factor.

iii. In order to measure the extent of deviation of average score obtained for each factor, from ideal score has been calculated on basis, the analysis is made separate for each KTPS and SCCL employee.

1) Trade union
2) Grievance
3) Discipline
4) Industrial employment (Standing orders)
5) Collective bargaining
6) Industrial disputes
7) Employees safety
8) Employees health
9) Employees empowerment
10) Human resource accounting (H.R.A).

The analysis of data and results pertaining to the response of sample responding are presented in the table 1

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Factors</th>
<th>KTPS Average Score</th>
<th>% to ideal score</th>
<th>SCCL Average Score</th>
<th>% to ideal score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trade union</td>
<td>1.6</td>
<td>40</td>
<td>1.3</td>
<td>32.5</td>
</tr>
<tr>
<td>2.</td>
<td>Grievance</td>
<td>1.9</td>
<td>47.5</td>
<td>1.7</td>
<td>42.5</td>
</tr>
<tr>
<td>3.</td>
<td>Discipline</td>
<td>2.2</td>
<td>55</td>
<td>2.0</td>
<td>50</td>
</tr>
<tr>
<td>4.</td>
<td>Industrial employees</td>
<td>2.3</td>
<td>57.5</td>
<td>2.5</td>
<td>62.5</td>
</tr>
<tr>
<td>5.</td>
<td>Collective bargaining</td>
<td>2.4</td>
<td>6</td>
<td>2.4</td>
<td>60</td>
</tr>
<tr>
<td>6.</td>
<td>Industrial disputes</td>
<td>2.2</td>
<td>55</td>
<td>2.3</td>
<td>57.5</td>
</tr>
<tr>
<td>7.</td>
<td>Employees safety</td>
<td>3.1</td>
<td>75</td>
<td>3.1</td>
<td>77.5</td>
</tr>
<tr>
<td>8.</td>
<td>Human resource accounting</td>
<td>2.5</td>
<td>62.5</td>
<td>3.2</td>
<td>80</td>
</tr>
<tr>
<td>9.</td>
<td>Employees empowerment</td>
<td>2.7</td>
<td>67.5</td>
<td>2.5</td>
<td>62.5</td>
</tr>
<tr>
<td>10.</td>
<td>Employees health</td>
<td>3.1</td>
<td>77.5</td>
<td>3.0</td>
<td>75</td>
</tr>
</tbody>
</table>

It is evident from the table 1 that the average score of industrial relations evaluated in respect of executives for the identified Ten (10) variables is ranging 1.6 to 3.1 in terms of percentage the maximum average score ranges between 40 percent and 77.5 percent. The figure in the table indicates that the KTPS employees have identified ‘Employee Health’ dominate first place with 2.5 percent less score. The third place in occupied by ‘employee empowerment’ through branch mark by 10 employee health score. Fourth & fifth place is occupied by ‘Human resources accounting ad collective bargaining’. Trade union occupied last place with score 40 percent by 37.5 percent less to employee health. Industrial relation in the KTPS employees perceived. Further it can be said that the organization has to concentrate on the low scoring and grievances handling to strengthen and made to contribute effective.

In case of SCCL the average score of the identified variable are ranging between 1.3 to 3.2 in terms of percentage to maximum score, it ranges between 32.5 percent and 80 percent. An observation of the table reveals that ‘Human resource Accounting’ dominated first place with score 80 percent, the variable ‘employee safety’ occupied follow 2.5
percent less to human resource accounting and last place is occupied by trade union with 32.5 percent. There is necessity to strengthen then in order to contribute more effectively for main good industrial relations. The analysis of average score of KTPS and SCCL enterprises for various contribute variables industrial relations, evaluation revealed that there is significant variations in the perception of KTPS and SCCL in their ranking to contribute variable.

Therefore, spearman rank correlation has been calculated to know the extent of relationship between the ranks of average scores perception in different. Spearman rank co-relation has computed for this ranking with the formula.

\[ R = 1 - \frac{6 \sum D^2}{N(N^2 - 1)} \]

Spearman rank correlation value obtained (0.8788) is found to be significant. It indicates that there id close relationship between executives and non-executives. Further, applies bivariate ‘t’ test, with normal population with formula

\[ T = \frac{r}{\sqrt{1 - r^2}} \sqrt{n - 2} \]

The obtained value of ‘t’ = 5.166. Table value at i. \( V = 10 - 2 = 8 \) at 5% significance level is 1.86. ii. \( V = 10 - 2 = 8 \) at 5% significance level is 2.896.

The calculated values 5.166 is greater than value at 5% and 1% significance level (i.e. 1.860 and 2.896) and it leach that given co-efficient of correlation is significant. It tested in the significance of observed co-relation of co-efficient from bivariate KTPS and SCCL enterprises. The calculated value being greater than the table value. Hence, it observed that the test hypothesis is rejected.

**I. TRADE UNIONISM DISTRIBUTING TOWARDE INDUETRIAL RELATIONS**

The relationship between the KTPS and SCCL towards industrial relation contributing factor trade unionism. The distribution of response id represented in the following table 2.

**Table 2 TRADE UNIONISM DISTRIBUTING TOWARDE INDUETRIAL RELATIONS**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Responses</th>
<th>SA (5.00)</th>
<th>A (37.50)</th>
<th>NADA (9.50)</th>
<th>DA</th>
<th>SDA</th>
<th>Total (50.00)</th>
</tr>
</thead>
<tbody>
<tr>
<td>KTPS</td>
<td></td>
<td>10 (5.00)</td>
<td>71 (37.50)</td>
<td>19 (9.50)</td>
<td>--</td>
<td>--</td>
<td>100 (50.00)</td>
</tr>
<tr>
<td>SCCL</td>
<td></td>
<td>30 (15.00)</td>
<td>64 (32.00)</td>
<td>6 (3.00)</td>
<td>--</td>
<td>--</td>
<td>100 (50.00)</td>
</tr>
<tr>
<td>Total:</td>
<td></td>
<td>40 (20.00)</td>
<td>135 (57.50)</td>
<td>25 (1.50)</td>
<td>--</td>
<td>--</td>
<td>200 (100.00)</td>
</tr>
</tbody>
</table>

Source complied from Questionnaire data.

NOTE: Parenthesis indicates percentage.

Chi-Square value = 17.12
Degree of freedom = (r-1) (c-1)
= (2-1) (5-1)
= (1) (4)
Table value 1% level \( X^2 \) = 15.1
Table value 5% level \( X^2 \) = 11.1

From the table 2 it is observed that on the KTPS enterprises employees 37.50 percentage agreed trade union indicate industrial relations are peaceful and 9.50 percentage of respondent neither agree nor disagree the statement and 5 percent of respondents strongly agree the opinion. In the SCCL the majority of respondent 32 percent perceived agrees, 15 percent are strongly agree their opinion and only 3 percent strongly agree their opinion and only 1.5 percent not at decided.

The results of the Chi-Square test obtained for this data calculate value is greater than the table value of the Chi-Square at both level. Therefore the hypothesis is rejected, it means that there is relationship between management and trade union.
II. GRIEVANCE HANDLING METHOD CONTRIBUTING FACTOR TOWARDS INDUSTRIAL RELATION

To examine the relationship between respondents like KTPS and SCCL towards grievance handling on method is directly or indirectly related to industrial relations. The distribution of response is represented in the following table 3.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Responses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
<td>A</td>
</tr>
<tr>
<td>KTPS</td>
<td>20 (10.00)</td>
<td>44 (22.00)</td>
</tr>
<tr>
<td>SCCL</td>
<td>38 (19.00)</td>
<td>56 (28.00)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>58 (29.00)</td>
<td>100 (50.00)</td>
</tr>
</tbody>
</table>

Source complied from questionnaire data.

NOTE : Parenthesis indicate percentage.

Chi-Square Value = 16.13
Disagree of freedom = (r-1) (c-1)
(2-1) (5-1) = 5

Table Value of Chi – square 1% level x^2 = 15.1
Table Value 5% level x^2 = 11.1

From the table 3, it indicates that in SCCL enterprises has 56 respondents agree the opinion regarding grievance handling i.e. 28 percent accepted and 38 respondents are also strongly agree and only 6 respondents agreed or disagreed 3 percent are not at decided to accepted. In KTPS 44 respondents are agree, it means 22 percent are response are agree. 20 respondents 10 percent are strongly agree the statement. 6 percent response are disagree the statement.

Further, the observed value of Chi-square is more than its corresponding calculated value. Hence, the hypothesis is rejected thus, it can be concluded that there is a relationship between the smooth handling of Grievance.

III. INDUSTRIAL EMPLOYMENT (STANDING ORDERS) CONTRIBUTING FACTORS TOWARDS INDUSTRIAL RELATIONS

To examine the relationship between respondents like KTPS and SCCL Enterprises Employees towards maintaining orders. It is directly related to IR the distribution of response is represented in the following Table 4.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Responses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
<td>A</td>
</tr>
<tr>
<td>Executives</td>
<td>65 (32.50)</td>
<td>35 (17.50)</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>60 (30.00)</td>
<td>40 (20.00)</td>
</tr>
<tr>
<td>Total:</td>
<td>125 (62.50)</td>
<td>75 (37.50)</td>
</tr>
</tbody>
</table>

Source compiled from Questionnaire data.

NOTE: Parenthesis indicates percentage.

Chi-Square value =
Degree of freedom = (r-1) (c-1)
(2-1) (5-1) = 4

Table Value 1% level x^2 = 0.01 = 15.1
Table Value 5% level x^2 = 0.05 = 11.1

Table 4 is it observed that the majority i.e. 65 KTPS Enterprise respondents strongly agree. The standing orders remaining 35 respondents are agreed. Among SCCL Enterprises category 60 respondents are strongly agree and only 40 respondents are agreed standing orders (Industrial Employment). In both KTPS and SCCL Enterprises strongly accepted the standing orders when tested with Chi-Square the observed value – Since it is greater than the expected value Hypothesis accepted. Hence it can be said the standing order contribute towards Industrial Relation as very effectively.

VI. HUMAN RESOURCE ACCOUNTING (HRA) FACTOR RELATING TOWARDS I.R.

To examine the relationship between the KTPS and SCCL Enterprises respondents towards implementing Human Resource Accounts (HRA) is shown in the Table 7.
Table 7 HUMAN RESOURCE ACCOUNTS RELATING TOWARDS I.R.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Responses</th>
<th>Respondents</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>KTPS</td>
<td>SA (7.00)</td>
<td>A (66.00)</td>
<td>NADA (20.00)</td>
</tr>
<tr>
<td>SCCL</td>
<td>28 (14.00)</td>
<td>62 (31.00)</td>
<td>--</td>
</tr>
<tr>
<td>Total</td>
<td>42 (21.00)</td>
<td>128 (64.00)</td>
<td>--</td>
</tr>
</tbody>
</table>

Source: Complied from Questionnaire Data

NOTE: Parenthesis Indicates percentage Chi-Square value.

From the Table 7, it is observed the majority of respondents i.e. 81 percent respondents perceived agrees HRA is relating to Industrial Relation, in that 42 percent of SCCL respondents agrees and 39 percent of KTPS respondents agree HR relating to Industrial relations. In 19 percent strongly agrees response in that 11 percent of respondents are executives and 8 percent respondents are SCCL category and none of them responded other options.

The result of Chi-Square test obtained for the data revealed that the observed value is greater than expected value at both levels hypothesis is accepted it can be concluded that majority of respondents agrees HRA is relating to Industrial Relations.

7. CONCLUSIONS AND SUGGESTIONS

In this conclusion, the major findings that have emerged from the study are presented followed by few suggestions in the light of major findings.

An examination that the average score of industrial relations evaluated in respect of executives for the identified Ten (10) variables id ranging 1.6 to 3.1 in terms of percentage the maximum average score ranges between 40 percent and 77.5 percent. The figure in the table indicates that the KTPS employees have identified ‘Employee Health’ dominate first, place with 2.5 percent less score. The third place in occupied by ‘employee empowerment’ through bench mark by 10 employee health score. Fourth & fifth place is occupied by ‘Human resources accounting ad collective bargaining’. Trade union occupied last place with score 40 percent by 37.5 percent less to employee health. Industrial relation in the KTPS employees perceived. Further it can be said that the organization has to concentrate on the low scoring and grievances handling to strengthen and made to contribute effective

In case of SCCL the average score of the identified variable are ranging between 1.3 to 3.2 in terms of percentage to maximum score, it ranges between 32.5 percent and 80 percent. An observation of the table reveals that ‘Human resource Accounting’ dominated first place with score 80 percent, the variable ‘employee safety’ occupied follow 2.5 percent less to human resource accounting and last place is occupied by trade union with 32.5 percent. There is necessity to strengthen then in order to contribute more effectively for main good industrial relations.

The analysis of average score of KTPS and SCCL enterprises for various contribute variables industrial relations, evaluation revealed that there is significant variations in the perception of KTPS and SCCL in their ranking to contribute variable.

An Enquiry it is observed that on the KTPS enterprises employees 37.50 percentage agreed trade union indicate industrial relations are peaceful and 9.50 percentage of respondent neither agree nor disagree the statement and 5 percent of respondents strongly agree the opinion. In the SCCL the majority of respondent 32 percent perceived agrees, 15 percent are strongly agree their opinion and only 3 percent strongly agree their opinion and only 1.5 percent not at decided. it means that there is relationship between management and trade union.

An examination , it indicates that in SCCL enterprises has 56 respondents agree the opinion regards grievance handling i.e. 28 percent accepted and 38 respondents are also strongly agree and only 6 respondents agreed nor disagreed 3 percent are not at decided to accepted. In KTPS 44 respondents are agree, it means 22 percent are response arte agree. 20 respondents 10 percent are strongly agree the statement. 6 percent response are disagree the statement. can be concluded that there is a relationship between the smooth handling of Grievance.

In light of the above findings the following suggestions have been offer to make Industrial Relation as a meaningful tool, forceful and effective instrument for the improvement of overall effectiveness in SCCL & KTPS. It has a quality oriented policy and strategy. Which is understandable by all employees, its people management is effective and realizes the full potential of all employees resources are effectively utilized to meet organisation objectives. There is a positive trend in employee satisfaction in KTPS & SCCL.

REFERENCES

[4]. Indian Trade Union’s Act, 1926
[6]. Ibid PP 122-126
[7]. Andrew, F.Sikula OP.C1t., P 409
[9]. Dale S.Beach, P. 600
[16].Ibid P. 589
[18].Ibid.

AUTHOR

Dr.V.MAHESHWAR, Manager, LPG Centre, TSCSCL, Kothagudem

Dr.B.SRIDEVI, Asst. Professor in Commerce, Govt.Degree College (W), Khammam.