

Employer-Employee Relationship with Reference to Textile Industries in Coimbatore - An Analysis

Source: Textile Review

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Indian Textile Industry is one of the leading textile industries in the world. Though was predominantly unorganized industry even a few years back, but the scenario started changing after the economic liberalization of Indian economy in 1991. The opening up of economy gave the much-needed thrust to the textile industry, which has now successfully become one of the largest in the world. Textile industry largely depends upon the textile manufacturing and export. It also plays a major role in the economy of the country. India earns about 27% of its total foreign exchange through textile exports. Further, the textile industry of India also contributes nearly 14% of the total industrial production of the country. It also contributes around 3% to the GDP of the country. Textile industry is also the largest in the country in terms of employment generation. It not only generates jobs in its own industry, but also opens up scopes for the other ancillary sectors. India textile industry currently generates employment to more than 35 million people. It is also estimated that, the industry will generate 12 million new jobs by the year 2010.

Employee relations' is a common title for the industrial relations function within personnel management and is also sometimes used as an alternative label for the academic field of industrial relations. The term underlines the fact that industrial relations is not confined to the study of trade unions but embraces the broad pattern of employee management, including systems of direct communication and employee involvement that target the individual worker.

The relationship between an employer and its employees is an important factor in the organization success. Employers will treat their employees with respect and vice versa if they all want to succeed and achieve goals. Some organization forgets to focus on employee retention and appreciation, and then they lose productivity.

The institute of personnel management USA has described personnel management as a responsibility of those who manage people as well as being a description of the work of those who are employed as specialists. Personnel management aims to achieve both efficiency and justice neither of which can be pursued successfully without the other. It sees to bring together and develop into an effective organization.

Employer employee relation pose one of the most delicate and complex problem to modern industrial society with growing prosperity and raising wages, workers have achieved a higher standard of living they have acquired education, sophistication and greater mobility.

Sophisticated class of workers came into being who have their own trade unions and who have gained a bargaining power which enables them to give a tough fight to their employer to establish their rights in the growing industrial society.

As a result the government has stepped in and plays an important role in establishing harmonious industrial relations, partly because it has itself become an employer of millions of industrial workers

Employer employee relations refer to the communication that takes place between representatives of employees and employers. Much of the employee relations involve employees and employers working together. Indeed, part of the aim of the European Union's social policy today is to create a system of shared responsibility of employers and employees for working practices, conditions and other areas of working life. This policy of shared responsibility is called co-determination.

Discussions between employers and employees typically cover the following areas:

- Pay
- Bonuses
- The work environment
- Disputes
- Work schedules
- Grievances
- Health and safety
- Hours of work
- Production targets.

Successful employer employee relations involve striking a balance of interests. From the employer's point of view industrial relations is about having the right to manage - the ability to plan for the future so that a company can continue to be a success, to make profits for its shareholders and to keep its employees motivated. From the employee's point of view, it is all about securing the best possible conditions and living standards for employees.

Employee relationship management is directing relations between the employee and employer to increase employee satisfaction--which is directly related to employee productivity. Employee relationship management can improve the overall business culture and includes such things as communication, conflict management, employee growth, company growth and increased productivity

Statement of the problem

Employer employee relationship refers to a person's feeling of satisfaction on the job which motivates employees to the work. Employees working in the organization should be satisfied. The job satisfaction strongly increases the productivity of an organization where as absenteeism, employees' turnover, alcoholism, irresponsibility are the result of job dissatisfaction. The HR managers of the companies have to be on their toes and needs to be proactive enough in order to ensure job satisfaction.

Employer employee relationship includes the establishment and maintenance of good personnel relations in the industry ensuring manpower development, establishing a good industrial climate and peace.

Textile Industry

The textile industry is one of the leading sectors in the Indian economy as it contributes nearly 14 percent to the total industrial production and 17 per cent to the country's export earnings, according to the Annual Report 2009-10 of the Ministry of Textiles. The textile industry in India is claimed to be the biggest revenue earners in terms of foreign exchange among all other industrial sectors in India. This industry provides direct employment to

around 35 million people, which has made it one of the most advantageous industrial sectors in the country.

Some of the important benefits offered by the Indian textile industry are as follows:

- India covers 61 percent of the international textile market
- India covers 22 percent global market
- India is known to be the third largest manufacturer of cotton across the globe
- India claims to be the second largest manufacturer as well as provider of cotton yarn and textiles in the world
- India holds around 25 percent share in the cotton yarn industry across the globe
- India contributes to around 12 percent of the world's production of cotton yarn and textiles

Moreover, total textile exports have increased to US\$ 18.6 billion during April'09-January'10, from US\$ 17.7 billion during the corresponding period of the previous year, registering an increase of 4.95 per cent in rupee terms. Further, the share of textile exports in total exports has increased to 12.36 per cent during April'09-January'10, according to the Ministry of Textiles. As per the Index of Industrial Production (IIP) data released by the Central Statistical Organization (CSO), cotton textiles has registered a growth of 5.5 per cent during April-March 2009-10, while wool, silk and man-made fibre textiles have registered a growth of 8.2 per cent while textile products including wearing apparel have registered a growth of 8.5 per cent.

Textile Production

Total cloth production increased by 1.3 per cent during April 2010, as compared to April 2009. The highest growth was observed in the Mill sector (10.9%), followed by Hosiery sector (2.1 %). The production of total spun yarn and cotton yarn increased by 8.1 % and 7.8% respectively during April'10 as compared to April 2009. The production of Man-made fibre and man-made filament yarn has increased by 2.9% and 0.8% respectively during the same period.

Export Performance

As per the latest data released by DGCI&S, Kolkata, the total textile exports during April'09 -February'10[P] were valued at ₹ 92,319.57 crore as against ₹ 86,946.42 crore during the corresponding period of the previous year, registering an increase of 6.18 per cent in rupee terms. The same were valued at US\$ 19,423.13 million as against US\$ 19,228.91 million during the corresponding period of the previous year, registering an increase of 1.01 per cent. The share of textile exports in total exports has increased from 11.16 per cent to 12.41 per cent during April'09-February'10 as against April'08 - February'09. The export of RMG, Cotton Textiles and Man-made Textiles, having major share in textiles exports (46.49%, 23.41 & 17.86% respectively) have increased by 3.50 per cent, 7.49 per cent & 18.35 per cent

The Ministry of Textiles, in consultation with textile industry Textiles Export Promotion Councils, has fixed an export target of US\$25 billion for 2010-11 as against US\$19 billion achieved in 2009-10.

Limitations of the study

- Some of the employees hesitate to furnish the details.
- Accuracy of the Primary data depends upon the authenticity of the information given by the respondents in the questionnaire.

Results & Discussion

Table 1: Age-wise distribution of the respondents

Age Group	No. of Respondents	Percentage
Below 20 years	48	7
20 to 35 years	38	25
35 to 50 years	54	36
Above 50 years	10	32
Total	150	100

It is clear from Table 1 that nearly 7 percent of the respondents are in the age group of below 20 years, whereas 25 percent are between 20 to 35 years, 36 percent are between 35 to 50 years and 32 percent of the respondents are above 50 years.

Table 2: Gender-wise distribution of the respondents

Gender	No. of Respondents	Percentage
Male	104	69
Female	46	31
Total	150	100

It is evident from table 2 that 69 percent of the respondents are male and 31 percent of the respondents are female.

Table 3: Marital status of the respondents

Marital status	No. of Respondents	Percentage
Married	110	73
Unmarried	40	27
Total	150	100

Table 3 shows that 73 percent of the respondents are married and 27 percent of the respondents are unmarried.

Table 4: Educational qualification of the respondents

Educational Qualification	Number of respondents	Percentage
Pre-Degree	67	45
Under Graduation	46	31
Technical	37	24
Total	150	100

Table 4 reveals that 45 percent of the respondents have pre-degree qualification, 31 percent of the respondent's qualification is under graduation and the remaining 24 percent of the respondent's have technical qualification.

Table 5: Monthly income of the respondents

Monthly income	Number of respondents	Percentage
Less than 5000	104	69
₹ 5001 to 10,000	27	18
₹ 10001 to 15000	14	9
₹ 15,001 & above	5	4
Total	150	100

It is clear from Table 5, that 69 percent of the respondent's monthly income is below ₹ 5000, 18 percent of the respondent's monthly income lies between ₹ 5001 to ₹ 10,000, 9 percent of the respondent's monthly income lies between ₹ 10,001 to ₹ 15,000 and 4 percent of the respondent's monthly income is above ₹ 15,001.

Table 6: Working experience of the respondents

Experience	Number of respondents	Percentage
Less than 5 years	107	72
5 - 10 years	23	15
10- 15 years	12	8
Above 15 years	8	5
Total	150	100

Table 7: Opinion about the job security of the respondents

factors	Counts	Opinion				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
Workplace is free from dust and there is proper ventilation	No of respondents	138	12	0	0	150
	Percentage	92	8	0	0	100
Adequate facilities are provided to perform the job	No of respondents	117	22	3	8	150
	Percentage	78	15	2	5	100
Working hours are convenient	No of respondents	131	13	0	6	150
	Percentage	87	9	0	4	100
Rest intervals are adequate	No of respondents	106	21	18	5	150
	Percentage	71	14	12	3	100
Good working condition is maintained	No of respondents	122	16	8	4	150
	Percentage	81	11	5	3	100

Table 6 shows that 72 percent of the respondents have below 5 years of experience, 15 percent have 5 to 10 years of experience, 8 percent of the respondents have 10 to 15 years of experience, and the remaining 5 percent have above 15 years of experience.

Table 7 exhibits shows that 92 percent of the respondents strongly agree that their work place is free and there is proper ventilation, 78 percent of the respondents strongly agree that adequate facilities are provided to perform the job, 87 percent of the respondents

strongly agree that the working hours are convenient, 71 percent of the respondents strongly agree that the rest intervals are adequate & 81 percent of the respondents strongly agree that the good working condition is maintained.

Table 8: Opinion about the Monetary Benefits of the respondents

factors	Counts	Opinion				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
Salary is adequate with your efforts	No of respondents	111	27	8	4	150
	Percentage	74	18	5	3	100
Incentives provided are adequate	No of respondents	109	23	11	7	150
	Percentage	73	15	7	5	100

Table 8 reveals that 74 percent of the respondents strongly agree that the salary is adequate with their effort and 73 percent of the respondents strongly agree that the incentives provided are adequate.

Table 9: Opinion about the job security of the respondents

factors	Counts	Opinion				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
Easy to adopt company policies	No of respondents	114	19	11	6	150
	Percentage	76	13	7	4	100
Job security is based on performance	No of respondents	108	23	10	9	150
	Percentage	72	15	7	6	100

Table 9 shows that 76 percent of the respondents strongly agree that the company policies are easy to adopt and 72 percent of the respondents strongly agree that the job security is based on the performance.

Table 10: Opinion about the welfare facilities provided for the employees

Factors	Counts	Opinion				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
Adequate canteen facilities	No of respondents	92	15	8	35	150
	Percentage	62	10	5	23	100
Adequate Transport facilities	No of respondents	127	12	5	6	150
	Percentage	85	8	3	4	100
Health & Safety measures are adequate	No of respondents	137	13	0	0	150
	Percentage	91	9	0	0	100

Table 10 exhibits that 62 percent of the respondents strongly agree that the canteen facilities are adequate, 85 percent of the respondents strongly agree that the transport facilities are adequate and 91 percent of the respondents strongly agree that the health & safety measures are adequate.

Table 11 reveals that 69 percent of the respondents strongly agree that the management is maintain smooth relationship, 70 percent of the respondents strongly agree that they are satisfied with organization effort towards human relation, 65 percent of the respondents

strongly agree that they are satisfied with the grievance handling procedure, 85 percent of the respondents strongly agree that the adequate training and development programs were provided, 73 percent of the respondents strongly agree that they are satisfied with the machine making standards and plans and 79 percent of the respondents strongly agree that the cordial relationship is maintained with co-workers

Table 11: Opinion about the job security of the respondents

Factors	Counts	Opinion				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
Smooth relationship with management	No of respondents	103	28	8	11	150
	Percentage	69	19	5	7	100
Satisfied with organizations efforts towards human relation	No of respondents	105	23	7	15	150
	Percentage	70	15	5	10	100
Satisfied with grievance handling procedure	No of respondents	97	24	15	14	150
	Percentage	65	16	10	9	100
Adequate training & development programs were provided	No of respondents	127	17	2	4	150
	Percentage	85	11	1	3	100
Satisfied with decision making standards and plans	No of respondents	109	18	11	12	150
	Percentage	73	12	7	8	100
Cordial relationship with co-workers	No of respondents	119	13	10	8	150
	Percentage	79	9	7	5	100

Chi-Square Test

The chi-square test is an important test amongst the several test of significance developed by statisticians" It is a statistical measure used in the context of sampling analysis for comparing a variance to theoretical variance. It can be used to determine if categorical data shows dependency or the two classifications are independent. It can also be used to make comparison between theoretical population and actual data when categories are used. The chi-square test is applicable in large number of problems.

Formula for calculating Chi-Square value

$$\lambda^2 = \frac{(O-E)^2}{E}$$

Where,

O= Observed frequency

E = Expected frequency

Ho: There is no significant relationship between monthly income and experience

Ha: There is significant relationship between monthly income and experience

$$\lambda^2 = \frac{(O-E)^2}{E} = 143.5$$

$$\begin{aligned} \text{Degree of Freedom} &= (c-1)(r-1) \\ &= (4-1)(4-1) \\ &= 9 \end{aligned}$$

Table value of Chi-square for 9 degree of freedom at 5% level of significance is 16.919.

The calculated value of Chi-square is 143.95. Table value of Chi-square for 9 degree of freedom at 5% level of significance is 16.919. The calculated value of Chi-square is higher than the table value and therefore it is proved that there is significant relationship between monthly income and experience.

Ho: There is no significant relationship between monthly income and educational qualification of the respondent

Ha: There is significant relationship between monthly income and educational qualification of the respondent

$$\lambda^2 = (O-E)^2/E = 53.59$$

$$\begin{aligned}\text{Degree of Freedom} &= (c - 1) (r - 1) \\ &= (4-1) (3-1) \\ &= 6\end{aligned}$$

Table value of Chi-square for 6 degree of freedom at 5% level of significance is 12.592.

The calculated value of Chi-square is 53.59. Table value of Chi-square for 6 degree of freedom at 5% level of significance is 12.592. The calculated value of Chi-square is higher than the table value and therefore it is proved that there is significant relationship between monthly income and educational qualification.

Table 12: Relationship between monthly income and experience

Experience		Monthly Income				Total
		Below ₹ 5000	₹ 5001-10000	₹ 10001-15000	Above ₹ 10001	
Below 5 years	Observed Frequency	88	19	0	0	107
	Expected Frequency	74.19	19.26	9.99	3.57	107
5-10 years	Observed Frequency	16	7	0	0	23
	Expected Frequency	15.95	4.14	2.15	0.77	23
10-15 years	Observed Frequency	0	1	8	3	12
	Expected Frequency	8.32	2.16	1.12	0.4	12
About 15 years	Observed Frequency	0	0	6	2	8
	Expected Frequency	5.55	1.44	0.75	0.27	8
Total	Observed Frequency	104	27	14	5	150
	Expected Frequency	104	27	14	5	150

ANOVA

Ho: There is no significant difference in sample means.

Ha: There is significant difference in sample means

The calculated value of Fs is 1.46 which is less than the table value of 3.49 at 5% level with d.f being V₁ =3 and V₂ = 12. This analysis supports the null hypothesis of no difference in sample means.

Suggestions

- Motivate employee by giving them incentives
- Plan a team building event and make the employees to attend including upper, middle and lower management. Get everyone together as a team and allow them to undergo various team building and trust creating activities.
- Favoritism should be avoided
- Management should provide refreshment programs like Meditation, Yoga, Entertainment programs etc

Table 13: Relationship between monthly income & experience

Experience		Monthly Income				Total
		Below ₹ 5000	₹ 5001-10000	₹ 10001-15000	Above ₹ 10001	
Pre-Degree	Observed Frequency	49	18	0	0	67
	Expected Frequency	46.45	12.06	6.25	2.23	67
Under-graduation	Observed Frequency	37	7	2	0	46
	Expected Frequency	31.89	8.28	4.29	1.54	46
Technical	Observed Frequency	18	2	12	5	37
	Expected Frequency	25.65	6.66	3.45	1.23	37
Total	Observed Frequency	104	27	14	5	150
	Expected Frequency	104	27	14	5	150

Table 14: Monthly income and Opinion about the smooth Relationship with Management

Particulars	Sum of squares	df	Mean Square	F-ratio	5 % F-Limit
Between samples	1535.26	3	511.75	1.46	3.49
Within samples	4210.48	12	350.87	-	-
Total	5145.74	15	-	-	-

Conclusion

Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals which arise out of or affect work situations.

Employer employee relation poses one of the delicate and complex problems to modern industrial society. The industrial relation is a dynamic and developing concept. During the past quarter of the century the management does not know about the industrial relationship because of the lack of effective communication system. Industrial life creates a series of social relationships which have an impact not only on the relation between employer and employee, but also on the industry as a whole and on the community also. The organization has to utilize the human resources effectively. So It may be concluded from the research that there is smooth employer employee relationship in the organization.

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