

Study the relationship between Industrial Relations and Organizational Development and its impact on growth of organization: A Study of SME related with Automobile Industries

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KEYWORDS <i>Organization Development, Industrial Relations, SME (Small and Medium Industries), Organizational Growth, Organization Policies, Trade Union, Trade Union Leaders, State and Central Government, Statutory bodies, Monetary and Non-Monetary Policies.</i>	ABSTRACT Purpose Purpose of the study is to identify the relationship between industrial relations and organizational development. It further covers the factors affecting organization growth related with industrial relations and organizational development. Design / Methodology / Opportunity Data collections have done with the different respondents related with organizations like employees, trade union leaders, human resource managers and consultants etc. Data collected from the SME (Small and Medium Enterprises) related to automobile industries. Questionnaire designed are aim to identify the organizational growth with respect to industrial relations and organizational development. Findings The relationship of employees with the organization does have a positive impact on the organization growth. The better relationship and understanding will provide an edge to the organization development internally as well as externally. Research Limitations The data collected from 16 nos of SME located in Pimpri Chinchwad, Pune, Maharashtra, India area are covered. Practical Implications Organization has to reframe the policies aligned to employee development and welfare. This will enhance their performance and contribution for overall development of organization. Industrial relation and organization development are vital for organization. Originality / Value The study has uniquely conducted by covering various areas of industrial relations related with employee, employer and organization. It identifies the relationship between industrial relations and organizational development.
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1. INTRODUCTION

Every industry is looking for the overall growth internally as well as externally. Internally it is in terms of development of employees, process, technology, quality etc. Externally in terms of increase in sales, brand image etc. This is possible by



the way of managing industrial relation and provides more focus on organizational development aspects. Industrial relation is the relationship between employee and employer, employer to employee, employer to government and employee to government and also the employee to trade union. These various types of relations have an impact on industrial relations and subsequently on the growth of the organization. Employer has to take care of employee by providing better work environment to deliver as per the potential. This will enhance the productivity of employee and subsequently contribute for the development of organization. Growth is for organization as well as employee. Organization growth can afford the employer to pass on the benefits to employee. Both of them are coming across the various problems but they have to take it as challenges. This is possible only if the industrial relation in the organization is good.

Business situations are volatile. To face different situation employer and employees relationship is the key. They will get each other help and support. Management need to take care of monetary and non-monetary benefits to employee. This can be enhanced by providing social security benefits to employees. Government role is also important as they are the one make sure there won't be a dispute situation in the organization. In case of dispute beyond the solution from employer and employee, then government work as mediator to resolve it. They have to adhere the labour laws provisions and work within the framework.

Organization development is all about development of organization. They have to work on different areas internally and externally. Organizational development is not a short time outcome but organization needs to work for long term consistently. The framings of policies are aligned with business by considering employee and employer. Over periods of time the policies require to modified / change as per the new business requirements.

Industrial relation and organization development are vital area for organization. Both the areas are directly affecting on the organization. Studies of both of them are important by covering the internal relationship and impact

2. LITERATURE REVIEW AND CHALLENGES

Study is reveals around the knowledge management. It has further bifurcated into the case study and organizational and skill development. The rapidly increasing the eclectic knowledge related with knowledge management. It tries to identify the relationship of different variables with knowledge management. The findings of the study are applicable to organizations private as well as government, human resource management etc. The suggestions and recommendations are overcoming the hurdles of applying and adopting the knowledge management. Knowledge management is studies from different angles to identify and overcome the limitations (Ngcamu, 2011). Employee relations in the current context and new paradigm are examining. Employee relations are not fixed but it changes as per the changes in the context. The shift of paradigm are over a period from independence are in faster pace. It is mainly because of changes in technology, social and economic factors. The changes in industry are also observed from stagnant or restrictive industrial relations to forming collaborative one. Employee and employer have started working together as a team for mutual interest. They work as partner in industry and understanding each other view. The changes in industrial relation practices will definitely provide positive results in the ever changing business context (Piniseti et al., 2023). This study finds out the differential effects on employment and wage through productivity growth across different industry groups and provides some serious policy implications in the context labour market flexibility. It explores the critical industry areas of wage, employment and productivity. The analysis of recent trends and casualties are studied. The relationship between wages and productivity of employees are studied and its implications. The employment outcomes are analysed. The other areas of outcomes like productivity and its relationship with wages, employment and its time series and the casual relationship. Study is conducted across all the industries. Productivity is compared with wage rate and employment. It helps for the industry to formulate policy in the volatile business environment (Das et al., 2017). Industrial relations and dispute related with employment are focused. Disputes are unavoidable in the organization. It is because of the strategies implemented by organization, their philosophies and ideology. The settlement of disputes has been in a fair process. It has explored the upcoming role of industries to identify the alternate process for quicker and faster dispute resolution. Different methods to be adopted for resolution of disputes like conciliation, arbitration and mediation. It suggests the alternate dispute resolution process other than labour courts. The process should be faster, economical and reliable. The proceedings are to be followed at ease and effective way (Adebayo & Olokooba, 2018). The study is aim to identify the organizational performance and impact on it by employment relations. The roles of technology are perceived with employment relations. Study conducted in all the different angles and found that organizational performance has significant relationship with employment relationship. Approach of management is determines the application of technology. The way, they are handling the workforce by aligning with technology. It develops the framework of human resource management and industrial relations and its impact on performance of the organization. The technology intensity and its impact on overall organization are analysed (Harsh & Prasad, 2021).

The study has conducted on collective bargaining and its role in maintaining the industrial relations. Different policies of industries are considered related with collective bargaining. It is aim to identify the enablers factors promoting the collective bargaining. It further attempts to identify the relationship between those factors. The enablers are promoting and having high impact on collective bargaining adaptation. Research is proposing the model that can be developed through the opinion of different participants of industrial relations. It also covers the cases of different industries following the collective bargaining. The impact of collective bargaining process is on stakeholder are critically evaluated (Agarwal et al., 2020).



Organizational performance enhancing of SME by adopting and implementing the human resource practices are covers. The contribution of SME in country development is very high. It has been found that SME has not yet used its full potential. Rather they are unaware about their potential. The need of SME is to upgrade the technological and be competitive. It's all depends on promising implication of innovative practices. Organizational performance is measured through the innovative capability and human resource practices. It all are aim to improve the capability of the organization. Organization requires promoting the innovative capabilities and making most of it by adopting and improving (Zakaria, 2013).

The mediating roles of organization orientation are studied in SME. It offers the knowledge and understanding of mediating roles in developing industries. Organization is looking to achieve superior performance in all business domains. Study is revealed around the organization learning and business orientations. Organization learning will improve the overall performance of organization. It boosts the output and enables to stay strong in the competitions (Mantok et al., 2019).

Study is conducted in automobile industry on works councils and its impact. The industrial restructuring are focused aligning with industrial relations. It reviews the recent agreements of company to employee and its effect on the organization. The major areas of thrust in industrial relations are working condition related area and wage related concerns. Company can invest on those areas will definitely provide the better return on investment and also maintain the harmonious relations. The role of local trade union and their interest area are covered (Hancké, 2000).

SME growth provides the employment opportunities by offering new types of jobs. Government are taking efforts to increase the employment rate that can be possible only by way of generating opportunities by SME and formulating strategic policies by government. SME's are facing the problems of failure in competition and lack of technology. It is most important to develop the capabilities of SME in economic and social ground. The country level criteria are refers like employment level and opportunities, income of employees, equality in income, growth of industry and country (Streimikiene et al., 2007).

It has evaluating the relationship between manufacturing and sustainability. It does have an impact on manufacturing and subsequently on employees. The study was covered on three dimensions like social, economic and environment. These three areas are vital for organization. The result or outcomes on these areas have direct and indirect impact on employee. The stakeholders are also interested the outcome of this process. The result has adverse impact on them (Varela et al., 2019).

The findings provide SME managers with a feasible path to internationalisation, in that firms striving towards internationalisation must undertake organisational innovation. Innovative firms are better equipped to exploit international market opportunities and perform better in such markets.

Examine the role of SME's with respect to innovation in overall process and its performance in international market. It also is touching the area of firm size and the type of resources available and use of it in most efficient manner. Entry in the international market is purely based on the innovation of SME's. It can achieve the higher performance in the market. Study proposes the feasibility path to firm striving to innovation and successful implementation. Adoption of innovation by the firm has high probability to gain higher share of international market (O'Cass & Weerawardena, 2009).

It explores the behavioural competencies and its relationship with employability. Role of technical institutes are vital for producing skill workers. Based on the skill the pay structure is also very high for these employees. It helps the country to economically develop. It has compared the graduates produced in education institute to the skilled employee produced by training institutes. They have found the mismatch with both of these areas as its effect on manpower requirement for the industries. Study focuses on automobile industry with enhancement of employability skills by improving competency and skills. It also analyse the public and private training institutes. The different areas are consider for study like industrial relations, governance, qualification and its framework, curriculum and exposure to industry (Abd Samad et al., 2018).

The purpose of this article is to develop a configurationally approach based on the TOE framework (technology, organization and environment) to understand the degree of implementation the purpose of this article is to develop configurationally.

The implementations of industry 4.0 in the manufacturing industry are explored. The purpose is to develop and adopt the configurationally approach is based on business environment, the technology available and required technology and state of the organization. The whole purposes of the study configure the framework which is best suitable for industry in the current and future business environment. It is demystifying the whole process of improvement by considering the above areas (Marrucci et al., 2023).

The factors are impacting the development of innovative products in SME. Innovation will definitely provide an edge in the competition. Study investigates the factors affecting the innovation in product in SME. It also mediates the relationship between the types and level of competition to the product innovativeness. It recommends to the management to introduce and implement new policies for increasing innovativeness (Srimarut & Mekhum, 2020).

Purpose of the study: This paper aims to analyse the factors of employment termination in Malaysian Private Sector from the industry.

Methodology: This study used a qualitative method by conducting an interview session with the Industrial. This study contributes to the existing policy in the implementation of labour law in Malaysia, especially to the Ministry of Human



Resources Malaysia. Based on the study conducted, some recommendations to the three actors in the industrial relations system to curb termination based on employment contracts in the private sector in Malaysia.

The major problem identified in the private sector i.e. termination. Study the various factors impacting the termination of employment. The root causes for it and the related process. The different types of terminations to permanent and contractual employees are critically analysed. The different actors in the industry like employer, employee, trade union and government are reviewed. It has emphasis on the contractual employee. The termination is more the contractual employee category (Othman et al., 2022).

Study on the influencing factors for hiring the contractual employees. The majority of employees are working in manufacturing industry. Most of these workers are contractual employee. They are facing the problems like low wages, no statutory benefits and job insecurity. Study is investigating the different factors of employer influencing for hiring the contractual workers. The major analysis conducted on the basis of cost advantage. Organization has also employing the permanent workforce. The numbers of those employees are also very high. Long term commitments of employees are always provide an edge for the organization (Singh et al., 2019).

The studied historical material allows asserting that the supervision in industry creates the basis for safety and real labouring protection at the industrial objects. Introduction of the institute of factory inspectors became an important factor in building the labour protection system at the factories and plants. With the help of this institute, the norms were implemented aimed at ensuring trouble-free functioning, including at explosive and fire-hazardous industries of the Russian Empire in the 19th — early 20th centuries.

Factory inspection of industry is covering statutory regulations and safety concerns. Role of factory inspector is aim to identify the mismatch with the system and actual in industry. He makes sure to balance the statutory and business ethics. Industry has to align with the compliance. It identifies the areas where improvement requires and suggests new measures. Control brings the desired output as far as implementation of standards. Main aim is to provide protection to labour and concerned about safety. He ensures the norms have been followed at all time and there won't be any trouble (Kovaleva, 2021).

It has focus on manufacturing process and productivity. The different problems are like improper utilization of human resources, productivity lower as compared with the standard, the process takes more time which effect on increasing lead time. It has negative impact on company overall productivity. The scope is to manage human resource for better and improved productivity (Jayachitra & Parthasarathy, 2020). The analysis is covering the labour turnover in a century. It further identified the different reasons, which has direct connect to employer and employee. The trends are arises over a period of time and its impact on employee at larger extent. Study focuses on employee's approach during the changing scenario time (Bolt et al., 2022). The industries are developed technologically. The transitions of industry 4.0 are covered for study. The problems and opportunities industry and employee are facing during that period. The challenges to support system and the implementation of different critical factors are holding the success key. The changes face during this process specifically covering the human resource point of view (Onyeme & Liyanage, 2021). The term "Employment Relationship" is the new broader term to be used instead of "industrial Relations". It covers the broader aspect of "Non Industrial" employment relationship. Government has applied different labour laws to form the healthy relationship between management and employee. It is not specific to any particular industry but across all industries which has direct connect to economy. The areas covers are political factors, collective bargaining, rights during strike, association of employee unions and other areas (Bhagapurkar, 2021).

The practices and regulation are in the global production with respect to trade union, different industry sectors and state government. The utmost important factor is labour compliances. Advantages and disadvantages on the complex global production system. It promoted the fair model which is suitable for competitiveness (Arnold & Shih, 2010). Role of top management are in the quick business environment by considering the team management, technology management and industry factors. The Implication of various practices can be adopted and scope of further research over it. The valuable insights will provide the standard for setting benchmark. This will definitely sustain in the organization (Gren et al., 2017). The small and medium size industries are considered for study. The study revolves around the innovation management in those industries. It has emphasis on the innovation model which provides the support to the new product development. This process is promotes the participation of employee and management as a team. The applications of it will definitely benefits to employee and organization (Wait et al., 2008). An industry scenario of Indian industry is focus on the cultural aspect at work place. It has the negative impact on competition and work. The organization culture represents the behaviour of employee. It represents the perception about organization culture. This perception develops due to attitude, beliefs and values. The aim of the study is to identify the areas for gaining advantage in competition. The role of management and trade union are forming and developing the culture over a period time (Nanda & Nanda, 2011)

Purpose

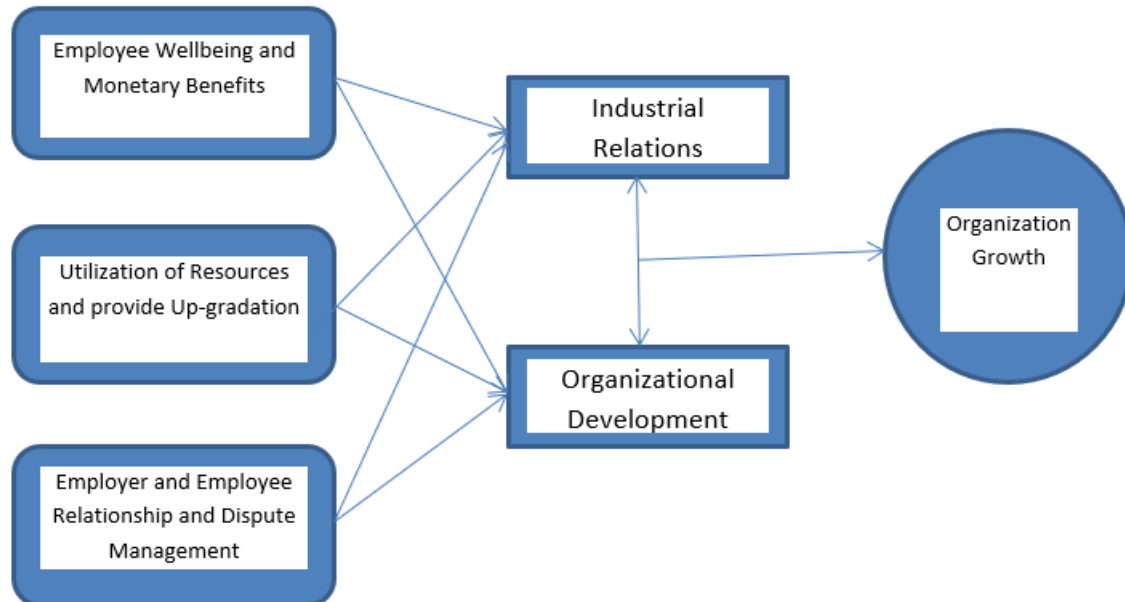
The purpose of the study is to identify the relationship between industrial relations and organizational development. It further identifies the combined effect of industrial relation and organizational development on growth of the organization.



Need of Study

Industrial relation and organizational development are two different areas focusing on various related aspect. It identifies the linkage between them and its impact on the growth of the organization.

Conceptual Model



The different areas are covered related with growth of industry. Industrial relation and organizational development related factors are analyse together to identify the impact on growth of industry. The areas of industrial relation are clubbed together with organizational development area to identify the related effectiveness to the growth of the industry.

The areas are broader covers under the employee wellbeing and monetary benefits. The crucial areas are with respect to employee and employer. The overall impacts on growth of the organization are identifying by the factors like wage structure of industrial relation and it's correlated with legal compliances. These legal compliances are statutory and non-statutory provision for payment of wages. Employee expects the monetary support from organization during the course of employment. Does organization is providing the support all times or there are other factors are considered. Monetary support has taken for study to identify the correlation with productivity. Employee's demands are recurring every year so as the management stand. Both are likely to be opposite to each other. Effective collective bargaining from employee side and the appropriate communication from employer side for settlement are covered. The relationship is between outputs given by employee to welfare facilities provided by employer.

The up gradation of skill of employees and utilization of resources is the area of study. It consists of the related parameters of industrial relation and organization development. Growth opportunity of employee and its correlation to up gradation of skill are covered. Skill improvement and multitasking of employees are on various roles and its correlation with organization growth. Similarly, work on indifferent tasks and manpower planning, working hours and capacity utilization, safety standard and adaptation of technology are correlated with each other.

Relationship between employer and employee and dispute resolution are the area for study. The correlation is identifying between industrial relation and organization development. The factors are studied like trade union and management employee relationship, workplace problems and stress at work, strike and innovative strategies to deal with it, addressing labour problems and trade union pressure, resolution of dispute internally and managerial expertise. These are the various areas are focus for identification of correlation.

Objectives

1. To study the monetary and non-monetary benefits provided to employee and its relation to industrial relation and organizational development and its effect on growth of the organization.
2. To study the areas of employee development to resource utilization related to industrial relation and organizational development and its impact on the growth of the organization.
3. To study the problems at workplace related to industrial relation and organizational development and its impact on growth of organization.



Hypothesis

Hypothesis 1

Ho : Monetary and non-monetary policies has no significant impact on growth of organization

H1 : Monetary and non-monetary policies has significant impact on growth of organization

Hypothesis 2

Ho : Employee development to resource utilization has no significant impact on growth of organization

H1 : Employee development to resource utilization has significant impact on growth of organization

Hypothesis 3

Ho : Problems at workplace have no significant impact on growth of organization.

H1 : Problems at workplace has significant impact of growth on organization.

3. RESEARCH METHODOLOGY

Research Design

Type of Study:

The study is exploring the relationship with industrial relation and organizational development.

Nature of Study:

The quantitative study covering the employer, Human Resource Managers, Human Resource Officers, employee, trade union leader, labour consultant etc.

Type of Questionnaire:

The structured Questionnaire has used based on industrial relation, organization development and growth of industry are covered. The five scale likert type questionnaire is used questionnaire.

Type of Questions:

The questionnaires are prepared with direct lineage of various areas of industrial relations and organizational development. It also focuses on growth of organization.

Time dimension:

By using the questionnaire the cross sectional study has conducted.

Type of analysis:

The IBM SPSS is use for data analysis. The various methods are used for data analysis.

Sources of Information

Data collected from primary resources. The respondents are employer, employee, human resource managers, human resource officers, trade union leaders, consultants etc.

Plan for Primary Data Collection

Research Technique:

Data need to collect from various resources hence survey method is used. Use of structured questionnaire used during the survey.

Contact Method:

The various methods are used for data collection such as personal interview, telephonic interview and through e mail.

Research Instrument:



Questionnaire and interview are used as research instrument. The various factors affecting on industrial relation and organizational development are consider for study.

Sample Design

Population:

Pimpri Chinchwad located in Pune, Maharashtra, India is considered for study. This is one of the largest industrial zones popularly known as MIDC (Maharashtra Industrial Development and Corporation). There are more than 5,000 small medium scale industries (SME) are located in that vicinity. These auto ancillary industries are considered as population.

Sample Element:

The sample element is small and medium scale auto ancillary industries.

Sample Size:

There are total 14 nos. of SME related with automobile industries are selected for study.

Sample Frame:

The sample frame consists of employees from permanent and contractual categories, officer Level, trade union leaders, supervisory level, human resource managers, consultants and other managerial levels.

Sample extent:

The sample extent covers the geographical areas of Pimpri Chinchwad Municiple Corporation, MIDC (Maharashtra Industrial Development Corporation) located in Pune, Maharashtra, India.

Sampling procedure:

Simple random sample technique is used for sample procedure.

Sample size determination technique:

Sample sizes of 179 respondents are considered for the study.

Analysis

Data Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.841	28

The 28 different areas are covered under the study related with industrial relation and organizational development. In the reliability test, cronbach's alpha is 0.841. It shows the good and consistent reliability of data.

Wage Structure and Legal Compliances

It shows positive correlation of 0.123 between wage structure and legal compliances. Both are correlated with each other. Wage payments are based on the legal compliances as per the minimum wages act. Basic and Dearness allowance are as per the legal compliance and minimum wage payment as prescribed by the law. Organization has to adhere with it. Both are depends on each other.



Correlations

		Wage Structure	Legal Compliance
Wage Structure	Pearson Correlation	1	.123
	Sig. (2-tailed)		.100
	N	179	179
Legal Compliance	Pearson Correlation	.123	1
	Sig. (2-tailed)	.100	
	N	179	179

Monetary Support and Productivity

It shows the positive correlation of 0.095 with each other. Both are depends on each other's. It interpret that organization can provide monetary support to the employees, over and above the statutory provisions. It is possible in case of higher productivity. This enables the organization to provide additional monetary support in terms of incentives, welfare facilities etc.

Correlations

		Monetary Support	Productivity
Monetary Support	Pearson Correlation	1	.095
	Sig. (2-tailed)		.204
	N	179	179
Productivity	Pearson Correlation	.095	1
	Sig. (2-tailed)	.204	
	N	179	179

Collective Bargaining and Communications

It shows the correlation of 0.215 between them. It is positive correlation but it is weak. As it's, distinct from +1. Hence, the relationship between collective bargaining and communication is weak and not important. It does not have a strong relationship. Organization need to develop the communication to aligned with collective bargaining.

**Correlations**

		Collective Bargaining	Communication
Collective Bargaining	Pearson Correlation	1	.215**
	Sig. (2-tailed)		.004
	N	179	179
Communication	Pearson Correlation	.215**	1
	Sig. (2-tailed)	.004	
	N	179	179

**, Correlation is significant at the 0.01 level (2-tailed).

Welfare Facilities and Output Standard

It shows the correlation of 0.118 between them. Welfare facilities and output standard are strongly correlated with each other. Employees provide the output as per the standard target. They can achieve more than standard outcome. These will enable the management to provide the welfare facilities to employees as it involves the investment. This is possible by the efforts put by employees to achieve standard output and aim to go beyond it.

Correlations

		Welfare Facilities	Output Standard
Welfare Facilities	Pearson Correlation	1	.118
	Sig. (2-tailed)		.114
	N	179	179
Output Standard	Pearson Correlation	.118	1
	Sig. (2-tailed)	.114	
	N	179	179

Growth Opportunities and Up-gradation of Skills

Both show the correlation 0.169 between them. This indicates the positive correlation with up-gradation of skill by employees and growth opportunity provided by employer. Employees are becomes capable to take responsibilities at next higher level and employer also ready to provide. This will beneficial to both employer and employees.



Correlations

		Growth Opportunities	Up-gradation of Skills
Growth Opportunities	Pearson Correlation	1	.169*
	Sig. (2-tailed)		.024
	N	179	179
Up-gradation of Skills	Pearson Correlation	.169*	1
	Sig. (2-tailed)	.024	
	N	179	179

*. Correlation is significant at the 0.05 level (2-tailed).

Skill Improvement and Multitasking

Both are show the correlation of 0.039 between them. This is positive correlation amongst them. Employees are improving the skills through organization support or from their own effort are beneficial to them. This allows the employer to depute them to another job. Employees also justify the new job requirement. It will serve the organization purpose and also provide opportunity to employee for growth.

Correlations

		Skill Improvement	Multitasking
Skill Improvement	Pearson Correlation	1	.039
	Sig. (2-tailed)		.608
	N	179	179
Multitasking	Pearson Correlation	.039	1
	Sig. (2-tailed)	.608	
	N	179	179

Work on Indifferent Tasks and Manpower Planning

Both show the correlation of 0.140 to each other. This is positive correlation amongst them. Employer requires the manpower which can work on different tasks as and when require. Employees are capable to perform different tasks this will enables the management to do proper manpower planning.



Correlations

		Work on Indifferent Task	Manpower Planning
Work on Indifferent Task	Pearson Correlation	1	.140
	Sig. (2-tailed)		.061
	N	179	179
Manpower Planning	Pearson Correlation	.140	1
	Sig. (2-tailed)	.061	
	N	179	179

Working Hours and Capacity Utilization

It showed the positive correlation of 0.109 to each other. Employer is looking for the maximization of production. This is obvious as per the demand of market and profitability aspect. Working hours are as per the statutory provisions but the capacity of utilization is in the hand of management. Both are showing the correlation depends on each other.

Correlations

		Working Hours	Capacity Utilization
Working Hours	Pearson Correlation	1	.109
	Sig. (2-tailed)		.148
	N	178	178
Capacity Utilization	Pearson Correlation	.109	1
	Sig. (2-tailed)	.148	
	N	178	179

Safety Standard and Adaptation of Technology

It shows the positive correlation of 0.255 to each other. Advancement of technology is always easing the process and operation. At the same time, the safety requirements are enhancing. Management has to look for both the aspects. Safety is utmost important for employee perspective at work place. Adaptation of new technology is also utmost important from employer perspective. The correlation is positive but it shown the weak relationship.



Correlations

		Safety Standard	Adaptation of Technology
Safety Standard	Pearson Correlation	1	.255**
	Sig. (2-tailed)		.001
	N	179	179
Adaptation of Technology	Pearson Correlation	.255**	1
	Sig. (2-tailed)	.001	
	N	179	179

**. Correlation is significant at the 0.01 level (2-tailed).

Trade Union and Management Employee Relationship

It has positive correlation of 0.159 to each other. To maintain the growth of industry, industrial peace is important. Trade union and management employee relationship is the key to do so. The better relationships always minimize the chances of strike. This is harmful for the organization. Better understanding with both of them is good for the industry.

Correlations

		Trade Union	Management Employee Relationship
Trade Union	Pearson Correlation	1	.159*
	Sig. (2-tailed)		.034
	N	179	179
Management Employee Relationship	Pearson Correlation	.159*	1
	Sig. (2-tailed)	.034	
	N	179	179

*. Correlation is significant at the 0.05 level (2-tailed).

Workplace Problems and Stress at Work

It shows the correlation of 0.229 to each other. This is positive correlation but the relationship is weak. Workplace problems are evitable but require managing in proper way. Stress is directly and indirectly affecting the employee performance. This is not good sign for employer and employee perspective. The correlation between them is weak. Hence it does not have the impact on each other.



Correlations

		Workplace Problems	Stress at Work
Workplace Problems	Pearson Correlation	1	.229**
	Sig. (2-tailed)		.002
	N	179	179
Stress at Work	Pearson Correlation	.229**	1
	Sig. (2-tailed)	.002	
	N	179	179

**, Correlation is significant at the 0.01 level (2-tailed).

Strike and Innovation

It shows the positive correlation of 0.190 to each other. Strike and innovative way to prevent in legal way is challenge. Management require to proactive in formulating those policies and implement in right time. This will prevent the strike situation and maintain industrial peace in the organization.

Correlations

		Strike	Innovation
Strike	Pearson Correlation	1	.190*
	Sig. (2-tailed)		.011
	N	179	178
Innovation	Pearson Correlation	.190*	1
	Sig. (2-tailed)	.011	
	N	178	178

*, Correlation is significant at the 0.05 level (2-tailed).

Addressing Labour Problems and Trade Union Pressure

It shows the positive correlation of 0.047 to each other. Management address the labour problems in a way to provide the solution in early stage. They have to address the trade union pressure at the same time. The tactical handling of labour problem is crucial form management side. The timely management of those problems are utmost important.

**Correlations**

		Addressing Labour Problems	Trade Union Pressure
Addressing Labour Problems	Pearson Correlation	1	.047
	Sig. (2-tailed)		.531
	N	179	177
Trade Union Pressure	Pearson Correlation	.047	1
	Sig. (2-tailed)	.531	
	N	177	177

Resolution of Dispute Internally and Managerial Expertise

It shows the positive correlation of 0.185 to each other. Dispute in industry are unavoidable but handing the dispute in a right way is all about management expertise. Resolution of dispute internally and make sure it will not go the judiciary system. Management should adopt the process in timely manner to reach out the appropriate solution in unbiased way.

Correlations

		Resolution of Dispute Internally	Managerial Expertise
Resolution of Dispute Internally	Pearson Correlation	1	.185*
	Sig. (2-tailed)		.013
	N	179	179
Managerial Expertise	Pearson Correlation	.185*	1
	Sig. (2-tailed)	.013	
	N	179	179

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis testing

In employee well-being and monetary benefits, the variables of wage structure and legal compliance, monetary support and productivity, welfare facilities and output standard of industrial relation and organization development showed the positive correlation. Hence Monetary and non-monetary policies has significant impact on growth of organization.

In utilization of resources and provide up-gradation of employee skills, growth opportunity and up-gradation of skills, skill improvement and multitasking, work on indifferent tasks and manpower planning, working hours and capacity utilization of industrial relation and organization development showed the positive correlation. Hence Employee development to resource utilization has significant impact on growth of organization.

In employer and employee relationship dispute management resolution, the variables of trade union and management employee relationship, strike and innovation, addressing labour problems and trade union pressure, resolution of dispute internally and managerial expertise showed the positive correlation. Hence Problems at workplace has significant impact of growth on organization.

Major Findings



Wage structure and legal compliance has impact on each other. Organization need to follow the legal compliance and based on that frame the wage structure. Structure should include more benefits to employee this will enhance the performance of employee. It is contributing to the growth of organization. Collective bargaining and communication has established the relationship but it is weak relationship. Management has to establish and improved the communication with employee to handle the collective bargaining in more efficient manner.

An employee growth opportunity is purely depends on the skilled. They have to upgrade the same over a period of aligned with organization requirement. Employees are managing same then there are opportunities for growth. Subsequently, organization will also grow. Organization introduces new technology, which is need of time. The safety standards are also need to review. By adopting the new technology the safety standard may be overlook. It does create an adverse impact on the organization.

Trade union and employee management relationship are vital aspect of any business. It can make it or break it. It does effect on the growth of the business. Workplace problems and stress at work place does not show the strong association. Management need to formulate the strategies to deal with work related problems.

Suggestions

Management require updating the wage structure time to time. The updation should go in favour of employee. Management expects the higher productivity form employee. They should not set higher standard of output. The changes in output standard require communicating to employee and taking him into the confidence. Management should not restrict them for providing statutory welfare facilities but they go beyond it. They have to introduce new welfare facilities by keeping the interest of employee.

Employee requires upgrading their skills. He has to take effort to do so. Simultaneously, organizations also provide the monetary as well as non-monetary support to employee. This will definitely improve the performance of employees and able to do the multitasking. Such type of workforce organization is required.

Management formulate the strategies based on the past experience and future requirements to handle the disputes. All the efforts have to be inclined towards avoiding the strike situation or strike. An internal committee is requiring setting up for handling the dispute and resolving the disputes.

4. DISCUSSION AND RESULTS

Management and employees collective efforts are required to manage the overall operation. They have coordinate and support to each other in every aspect of business. Management should provide the monetary benefits and support to employees. They have to work on the problem areas and will overcome it by mutual efforts.

5. DISCUSSION FOR IMPLICATIONS

Organization need to look for the employee well-being not as burden but take it as long term investment on employee. Their efforts, dedication and loyalty boost organization to take a leap ahead in the competition. Management has to identify the real need of employees and provide the welfare facilities to employees other than statutory benefits. At the same time, the monetary benefits should have been passing to employees. This is specifically in the profit scenario. It may not have certain fixed percentage. Management come out with transparent strategies related with it and communicated to employees with creating ambiguity.

All efforts of management are enhancing the capacity utilization to generate higher output. In this process, they have to provide the support to employee for up-gradation of skills. This is primary responsibility of employee but management not only encourage them but provide financial support. They have to make sure that up-gradation is not only in technology but employee as well.

Disputes are unavoidable but resolving in amicable way is the role of management. They are requiring setting up an internal dispute resolving machineries to deal with dispute in primary stage. Provide the unbiased solution to the interest of management and employee. The mechanism to be set by management that the dispute cannot be arises at workplace at any time. This is not an easy task. The relationship between management and employees play a crucial role. Better the relationship, dispute resolution process is smooth.

6. CONCLUSIONS

Employee wellbeing is the integral part of the development of organization. Organization can grow only by giving importance to employee and consider them the vital contributor for the growth of organization. Growth and development is not only external but internal as well. Employer has to take care of employee by providing monetary benefits but also the non-monetary facilities. Employer has to make provisions of separate fund for the employee benefits. The strategies and policies of management need to communicate to employee time to time and take them into confidence.



Management need to understand the capacity of production and all efforts towards utilization at the required extent for increasing production. This is possible only by an effort of employees. Up-graded employees are in terms of latest skill, knowledge etc. They deliver the output, then management need to acknowledge by providing them growth opportunity.

Management and employee relationship are important for the development of organization. The relationship is depends on the dispute resolution. This will not only assure the better relationship between management and employee but maintain the peace in the organization.

It has been observed that the industrial relation and organization development are depends on each other. Both are contributing to the growth of the organization. The interdependence of both of them will directly impact on the growth of organization

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