

Study of Industrial Relation Variables and Personal Efficacy with Special Reference to Employees of Sugar Industry of Muzaffarnagar District

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ABSTRACT

The present study focuses on the impact of organizational culture and climate on Personal Efficacy of the employees of sugar industry in muzaffarnagar district. It consists of a sample of 100 associates of sugar industry. For this purpose the personal efficacy instrument and organizational climate questionnaire and organization culture tool were administered individually to all employees. Multiple regressions was applied to see the impact of organisational culture and climate variable on the Personal efficacy of employees of sugar industry. The results revealed that there is no positive impact of Professional Help and Professional Management on Personal Efficacy of employees in Sugar Industries in Muzaffarnagar District.

Key Words: Sugar Industry, Personal Efficacy

INTRODUCTION

The term “industrial relations” refers to the complex of human relationships which emerges in work situations. These situations bring people together for services which are bought and sold at a price. Let us examine the concept of industrial relations with the help of some definitions so as to understand the dimensions of the subject better. “Labour-Management Relations” refer to a dynamic and developing concept which is not limited to “the complex of relations between trade unions and management but also refers to the general web of relationship normally obtaining between employers and employees—a web much more complex than the simple concept of labour-capital conflict.”

Under the heading, “Labour-Management Relations”, the ILO has dealt with the relationships between the State on the one hand and the employers’ and employees’ organizations on the other or with the relationships among the occupational organizations themselves. The ILO has used the expression to denote such matters as freedom of association and the right to organize, the application of the principle of the right to organize and the right of collective bargaining of collective agreements, of conciliation and arbitration proceedings, and the machinery for cooperation between the authorities and the occupational organizations at various levels of the economy.

The system of industrial relations functions in the context of an environment consisting of different sub-systems. Changes take place within the system by way of a shift in ideologies, in the values of the actors, the attitudes of an interaction among the performers; and also outside the industrial relations system, in such other areas as technology, market, legal sanction, etc.

Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Owens, 1987 & Schein, 1990). Schein (1985) has also noted that culture is a body of solutions to problems which have worked consistently and are therefore taught

to new members as the correct way to perform, think about, and feel in relation to those problems. In fact, these shared philosophies, assumptions, values, expectations, attitudes, and norms bind an organization together (Kilman et al. 1985). Thus, the set of integrated concepts becomes the manner or strategies through which an organization achieves its specific goals. It can therefore be postulated that an organization's collective culture influences the attitudes and subsequent behaviors of employees, as well as the level of performance the organization achieves.

LITERATURE VIEW

Dr.N.Ratna Kishor, Srikanth .M, (2013)

Cordial relationship and mutual cooperation between the Management and Trade Unions is indispensable to run the organisation in an amicable manner. As observed in the present study, trade unions have secured the membership subscription to a tune of 72 percent only. The KCP and KIC independent worker union have larger range of membership. Hence, 82.05 per cent of the workers have subscribed. The members of the trade unions as expressed by 68.58 per cent of the respondents joined trade unions just to be a member of a group. Another 19.87 per cent political, sectarian (or) communal issues. Thus, the above analysis concludes that majority of the employee respondents do not have any grievance against the management stated that joined for monetary benefits. More than 90 per cent of the employees joined the trade unions as ordinary members and they are not participating in any strike.

Most of the workers have not specified any reasons for not participating in the union demonstrations. Interestingly trade unions and their leadership are maintaining close relationship with the management. Though more than half of the respondents paying union subscription regularly there are still a considerable number of them who do not pay. They are not using their right vote in the union elections and they are not involving in any union fund raising campaigns. Grievances in these organizations are reported to be very few from the workers against the management. The unions are capable to meet the expectations of the members. There is no change in the union position to influence the management as per the opinions of the employee respondents during post-liberalization period.

M.RAMA SATYANARAYANA, Dr. R.JAYAPRAKASH REDDY (2012)

The present study is undertaken to know the satisfaction levels of employees about labour welfare measures in KCP limited (Cement Division). For the purpose of the study, convenience random sampling method is adopted to carry out the study by the researcher. Out of 925 employees, 90 are selected covering almost all the departments. A questionnaire is used for present study to know the opinions of the employees on each statement. The results of the research reveal that majority of the employees are satisfied with all the welfare measures provided by the organization.

Rendhawa (2004) recent theory and research have begun to emphasize the role of self-efficacy in performance accomplishments. The present study attempts to examine the relationship between self-efficacy and work performance. The data were collected from 300 scientists (150 from National Dairy Research Institute, Karnal and 150 from Agriculture Extension Centers in Haryana). The results showed significant positive correlation between job specific self-efficacy and work performance. This signifies that higher the job specific self-efficacy, higher will be work performance of employee. Comparative analysis done to measure differences between the two groups of scientists revealed that the two groups did not differ significantly on the measures of self-efficacy and work performance.

Wilson (2004).Recent research and commentary contends that ecological approaches may be particularly useful for understanding and promoting physical activity participation in various settings including the workplace. Yet within the physical activity domain there is a lack of understanding of how ecological

environment factors influence behavior. Thus, the purpose of this study was to examine the relationships between perceived environment, social-cognitive variables, and physical activity behavior. Participants (N = 897) were employees from three large worksites who completed self-report inventories containing measures of self-efficacy, outcome expectations, perceptions of the workplace environment (PWES), and physical activity behavior during both leisure-time and incorporated throughout the workday. Results of both bivariate and multiple regression analyses indicated the global PWES scores had a limited association with leisure-time physical activity ($R^2_{adj} = .01$). Sequential regression analyses supported a weak association between physical activity incorporated in the workplace and PWES ($R^2_{adj} = .04$) and the partial mediation of self-efficacy on the relationship between PWES and workplace physical activity (variance accounted for reduced to $R^2_{adj} = .02$ when self-efficacy was controlled). Overall, the results of the present investigation indicate that self-efficacy acted as a partial mediator of the relationship between perceived environment and workplace physical activity participation. Implications of the findings for physical activity promotion using ecological-based.

OBJECTIVE

1. To study the impact of Industrial Relations (Organizational Climate and culture) on Personal Efficacy of employees of Sugar Industries in Muzaffarnagar District.

HYPOTHESIS

1. There would be a positive impact of Professional Help and Professional Management on Personal Efficacy in Sugar Industries in Muzaffarnagar District.

RESEARCH METHODOLOGY

Simple Random sampling technique was followed to obtain a representative sample. The questionnaires were administered personally to all the associates. There were certain tools which were used in the form of questionnaire and scales to test the hypothesis. The tools and scales have been briefly described below:

Organizational Culture Questionnaire -This test was developed by Reddy (1997). The purpose of this test was to measure the cultural variables of an organization and their impact on organizational structure and functioning. This test can be administered individually or in groups. It takes around 10 minutes to complete this test. The test measures five dimensions of culture, which are:

1. Dependency Proneness
2. Power-Oriented ness
3. Bureaucracy
4. Close Supervision
5. Centralized Risk Taking

Organizational Climate Questionnaire (Singh, 1989)

This test was developed by Singh (1989) to measure the organizational climate. It was a 31 items questionnaire in which each statement was rated on 5-point scale. In all, 9 dimensions of organization climate were measured through this test. These dimensions are as follows:

Standard alpha reliability was determined for all the 9 dimensions, which are as follows: Professional help (0.72), Formalization (0.84), Professional management (0.8), Organizational risk taking (0.88), Standardization(0.65), People orientation (0.76), Centralization(0.68), Formal communication(0.59) and Concern for welfare(0.51). Content validity for the test was also established.

2 Personal Efficacy scale - This scale was developed to assess the personal efficacy of the individual by Singh & Kumari (1989). The responses were measured on a 5 point scale with 28 items comprising the scale. The item validity of the personal efficacy scale ranges from 0.21 to 0.54. the split half reliability of the scale was determined by Spearman Brown formula and it was found to be 0.72.

ANALYSIS AND INTERPRETAION

The table of regression (Table 1 Multiple regression for Personal Efficacy) shows that the multiple correlation between the various cultural variables and Personal Efficacy is 0.51 indicating that there exists a significant relationship among them. R square indicates to what extent Personal Efficacy is influenced by the various cultural factors. In this case, it is found to be 0.26 indicating that 14.4% of the variance in Personal Efficacy is caused by the various cultural factors. It shows that there exists a significant relationship among them. A scrutiny of the regression table for Personal Efficacy shows that Centralization and Friendly Culture have a significant influence on Personal Efficacy. Centralization ($t=-2.887$) has a significantly negative impact on Personal Efficacy. Here, in Sugar Industries in Muzaffarnagar District employees have to ask their superiors before they do almost anything important. Even for small matters higher ups are to be consulted for their consent. Supervisory personnel here use their expertise and competence rather than formal authority to Influence their subordinates.

Table 1 multiple regression for Personal Efficacy

Model Summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate	F	Sig.
1	.515(a)	.265	.144	9.32097	2.192	.014(a)

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	128.368	19.472		6.592	.000
	PH	.123	.351	.036	.351	.727
	FOR	-.329	.380	-.090	-.866	.389
	PM	.095	.267	.037	.358	.721
	ORT	-.609	.406	-.148	-1.500	.137
	Stand	.018	.370	.005	.048	.962
	Peo.Org.	-.070	.273	-.026	-.254	.800
	Cent.	-1.208	.419	-.312	-2.887	.005
	For.Com.	.416	.263	.194	1.582	.117
	WC	-.567	.392	-.169	-1.447	.151
	Depen	.026	.377	.007	.068	.946
	POW	-.379	.331	-.109	-1.144	.256
	BN	-.162	.400	-.040	-.405	.687
	CS	-1.007	.564	-.182	-1.785	.078
	CRT	.659	.331	.216	1.995	.049

A Dependent Variable: Personal Efficacy

The variable of Friendly Culture ($t=1.995$) has a significant impact on Personal Efficacy. The organization has been able to attract and retain competent people due to its congenial atmosphere. Efficiency is the key note of the culture of this organization. Also the management impartially treats the employees belonging to different categories and departments. Employees feel satisfied for being the member of a well functioning team. The prominent characteristic of the organization is relaxed and easy going work climate. The research shows that

Personal Efficacy is related to positive and negative emotions. One of the sources of Personal Efficacy is emotional arousal; i.e., one may experience a low level of negative emotions in a threatening situation and as a result, he may feel capable of mastering the situation (Bandura 1997).

Personal Efficacy leads to effective problem solving followed by increase of positive emotions. A low sense of Personal Efficacy is associated with helplessness. Such people suffer from distress and negative emotions (Schwazner, 1992).

Thus the hypothesis:

- There would be a positive impact of Professional Help and Professional Management on Personal Efficacy in Sugar Industries in Muzaffarnagar District is rejected.

CONCLUSION

On the basis of present study it can be concluded that there is no positive impact of Professional Help and Professional Management on Personal Efficacy in Sugar Industries in Muzaffarnagar District.

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