Chapter – II

REVIEW OF LITERATURE
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Introduction

Review of literature paves the way for a clear understanding of the areas of research already undertaken and throws a light on the potential areas which are yet to be covered. Keeping this fact in mind, an attempt has been made to make a brief survey of the previous works undertaken on the field of industrial relation and labour productivity.

For any research, the survey of related literature is of utmost importance; because it throws light on the problem in hand. It helps the researcher for a well conceived and planned approach in conducting the study. A review of literature relevant to study has been presented. It covers research studies after 1980 in general aspects of the industrial relation, labour productivity, labour welfare, workers job satisfaction and industrial disputes.

Robkki P. Vecchio (1980) highlighting a test of the individual differences moderator hypothesis, used data from six national samples and incorporated a full range of Job quality and a here fore unexplored index of “worker alienation from mainstream work norms” (i.e., employee race). Evidence was found that the moderator hypothesis is descriptively valid, but additional complexities must be considered before firm conclusions are drawn.\(^1\)

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Stephen Evans’ (1980), research note ‘The Use of Injunctions in Industrial Disputes’ Seeks to provide information about the use of injunctions in industrial disputes between September 1980 and September 1984. Accurate recording of the number of such cases is difficult because they are not always reported. It can readily be seen how the restriction on ‘secondary’ picketing in the Employment Act 1980, is in reality being used to undermine unions’ bargaining positions in 'primary' disputes and discussed in various cases related to industrial disputes.²

Daniel J. Brass (1981), in his research investigates the role of job characteristics as possible mediating variables in the relationships between the organization’s structural context and the attitudes and behaviour of individual respondents. The organization is conceptualized as a network of task positions interrelated on the basis of workflow transactions. Three structural relationships of task positions are investigated: (1) the centrality of a task position (2) the degree to which a task position is critical to the workflow and (3) the transaction alternatives available to a task position. The results indicate significant relationships between these relational measures and job characteristics. Further, the findings support the hypothesis that job characteristics mediate the relationship between structure and individual responses.³

² Stephen Evans., 1980, “Research Note the Use of Injunctions in Industrial Disputes”- Research Note; 135; Sep., p. 220.
Geoffrey N. Soutar, and John R. Weaver (1982), the authors’ description as the Worker Opinion Survey, developed by Cross (1973), is a useful job satisfaction instrument with many desirable features. However, it has not been validated. The present paper reports a study which examines the convergent and discriminate validity of the Worker Opinion Survey in relation to the Job Descriptive Index in a variety of ways. The results supported the validity of the Worker Opinion Survey and strengthened its usefulness as a research instrument.4

Ramana Rao’s (1982) study had probed into the reasons for labour management conflict in Andhra Pradesh State Electricity Board. He observed that the main reasons for conflicts between labour and management was due to lack of appropriate organizational structure, lack of understanding of workers’ problems on the part of management and unfavorable attitudes of trade union leaders towards the industrial relations.5

Narshimha Rao, (1982) in a study, revealed that the management did not take initiative to settle the disputes. Most of the disputes were settled only with the State intervention. The study pointed out that a separate department for industrial relations should be created to look into the problems of industrial relations and to promote cordial relations between the respondents and management.6

Samuel Filon (1985), in his article, describes that, there has been a growing interest in the degree to which human resource systems performance of an enterprise is often measured as a ratio of output to input. It is possible to define a variety of ratios, depending on whether measurements of variables are made in physical or financial terms and depending on which resource inputs are selected for performance evaluation. Also, several productivity ratios may be defined, and the network of relationships between them demonstrates how one productivity ratio can improve at the expense of another. The effect of productivity ratios on unit cost can then be explored and the effect of input factor prices (such as wage rates) ascertained.7

Martin D. Hanlon (1985) in his articles on Unions, Productivity, and the New Industrial Relations Strategic Considerations, attempts to improve productivity in unionized workplaces which are more likely to be successful if the union is formally involved. Union-management collaborative efforts, such as quality-of work-life (QWL) programs, can improve productivity by promoting greater flexibility in the deployment of human resources and create a climate favorable to shop-floor innovation. Unions are being called upon to help raise the productivity of manufacturing and service industries in the United States.8

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Manfred Gartner (1985) analyzes a simple model of industrial conflict and dynamics. In addition to its account of these endogenous variables, the model exhibits a potential to account for stagflationary episodes of the type experienced by large parts of the world economy in the 1970s. The analysis also contribute to a central but still unsettled question in business cycle theory (and empirics) namely, whether real-wage movements respond systematically to fluctuations in employment and output. With some success the model is applied to the economy of West German.9

Harry C. Katz Thomas A. Kochan Mark R. Weber (1985), “assess the relationships among characteristics of industrial relations systems, efforts to improve the quality of working life, and selected measures of organizational effectiveness in 25 manufacturing plants belonging to one company. On the basis of both research from organizational behavior and industrial relations, the paper offers the proposition that industrial relations systems affect organizational effectiveness through two channels. The empirical results show (1) strong evidence of an association between measures of the performance of industrial relations systems and economic performance, and (2) evidence that efforts to improve quality of working life have little impact on economic performance.10

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Dutta Shaktipad (1986) made a study on labour productivity, wages and profits in the coal mining industry of Bihar. The study concluded that labour productivity in the coal mines of Bihar was low compared to western countries.\textsuperscript{11}

Richard C. Bell, John R. Weaver (1987), in their article, based on a broad sample of 636 government respondents, propounded three possible models for the dimensionality of the WOS which were compared using confirmatory factor analysis, and variants on the scoring system were evaluated using a Rasch model. The six-factor solution of Cross was confirmed as the most appropriate one (with correlated factors) but it was found that the scoring system could be improved by considering 'not-sure' responses differently for different subscales.\textsuperscript{12}

A.P. Singh & Patiraj Kumari (1988), in their study held that the individual needs Strength, motivation and job involvement in relation to job satisfaction, productivity and absenteeism. One can postulate the notion that productivity is a consequence of the total effects of various individual and situational variables. Since the development of industries and technology, different terms like need of strength, work motivation, job involvement, job satisfaction, performance and absenteeism have been the relevant topics of

\textsuperscript{11} Shaktipad Dutta, 1986, “A Study of Labour Productivity, Wages and Profits in the Coal Mining Industry of Bihar”, Diss. Published. Bhagalpur University, Bhagalpur, p. 75.

research. These variables seem have to been receiving considerable amount of theoretical as well as empirical attention of the researchers in recent years.\textsuperscript{13}

William Brown and Peter Nolan (1988), in their article - Wages and Labour productivity: seek to make the British industrial relations literature on wages to be more accessible to economists by placing it in its broader theoretical context. This is not a straightforward task. Contemporary economic theorists tend to explain the wages of labour in similar terms to the prices of commodities, with the individual as the basic unit of analysis and with market processes as the determinants of relative wages. Industrial relations writers, by contrast, have been more interested in the political and managerial processes, notably collective bargaining, that are involved in wage determination.\textsuperscript{14}

Chand K.V.K. (1988), in a comprehensive study on industrial relations in public sector in Andhara Pradesh intended to measure the existing problems of industrial relations in terms of certain indices such as the number of strikes, number of man days lost, number of workers involved, etc., Apart from this, his study examined the working of the machinery for settlement of disputes, and has suggested certain measures for the improvement of the system.\textsuperscript{15}

Rao C.V.S. (1989), in his article, “Productivity, Technology and Industrial relations in Textile Industry” presents the following: it is in the

\textsuperscript{13} Singh, A.P. & Patiraj Kumari, 1988, “A Study of Individual Need Strength, Motivation and Job Involvement in Relation to Job Satisfaction, Productivity and Absenteeism” Indian Journal of Industrial Relation, Vol. 23, No. 4, April, pp. 409-422.


\textsuperscript{15} Chand K.V.K., 1988, “A Study on Industrial Relations in the Public Sector Concerns in Andhra Pradesh”, Diss. published., Gujarat University, Ahmedabad, P. 86.
fitness of things deliberate on the interplay between the productivity of machines and industrial relations, since the Indian economy is at its take-off stage today.\textsuperscript{16}

In his article, Ghosi A.N. (1989) analyzes the theoretical and empirical literature relating to collective bargaining in public and private sector in Nigeria. In the Nigerian context, collective bargaining is a form of direct intervention. The Government has directly appointed a wage commission in the determination of wages and salaries for public sector respondents. The analysis highlights that the commission’s wage awards, restricted to public sector, usually resulting in higher incidence of trade disputes and strikes in all sectors of Nigerian economy. Consequently, the commissions served to weaken the collective bargaining system in Nigeria.\textsuperscript{17}

Sharma (1990) conducted a survey on the living conditions of workers in Jharia coal fields by taking a sample of workers, both underground and of open cast mines. His study covered aspects such as safety, wages, welfare measures and trade union organization. He found that by and large living conditions of coal workers were not satisfactory.\textsuperscript{18}

St. Joseph (1990), in his Ph.D. thesis titled “A Study on Industrial Relations in India” observed that works committee can be formed and


suggestion scheme should be introduced. Trade union leaders should co-operate among themselves. Canteen committee should be reviewed. Production committee can be formed. The management can hold joint meetings with the staff and union officials in resolving various issues. Some financial incentives can be given to the outstanding workers who show loyalty, sincerity and regularity in their work.\(^\text{19}\)

Alexander M. carried out a study on “Industrial Relations in Rubber Industry” and has observed that industrial relations are achieved by avoiding or preventing industrial disputes. The employer should provide various facilities to the respondents. The worker’s union should recognize that political party should not interfere in the industrial relations matter.\(^\text{20}\)

J. Mark Harcourt (1993), in his article ‘Three theoretical approaches to industrial relations: A reconciliation’ holds that industrial relations currently lack a grand theory that would provide accurate explanations and predications of industrial relations phenomena. Three theoretical approaches to industrial relations are reviewed to determine if any one or a combination of these might provide the basis for a grand theory. It is concluded that each has its own limitations, rendered insurmountable by paradigmatic assumptions that unduly narrow the scope of the industrial relations field.\(^\text{21}\)

\(^{19}\) Joseph St., 1990, “A Study on Industrial Relations in India”, Diss. published, Bharathiyar University, Coimbatore, p. 95.


Misra S.C. (1993) in his Ph.D. thesis, “A Study on Industrial Relations in Kanpur Industry” states that the main cause of industrial disputes are changes in the basic rate of wage, deviation from the rules or order of government, misconduct, working condition, lay off grades and permanency.  

Ron Martin, Peter Sunley and Jane Wills (1994), in their article argue that the significance and implications of decentralization in industrial relations, and the scope and nature of union response, cannot be fully comprehended without explicit attention to the different local contexts in which these processes are taking place. More specifically, they argue that because the 'institutional spaces' of industrial relations are geographically structured, specially embedded and shaped by the local strategic resources available to unions and employers, the decentralization of industrial relations is likely to be much more complex and uneven than its protagonists acknowledge.  

Verma (1998), in his doctoral thesis entitled ‘A Study on Industrial Relations with reference to Lakshmi Machine Works Ltd.’ has highlighted the satisfaction of workers. The results of the study reveal that 36 percent of the workers are satisfied with the working conditions. Work load is considered adequate by a majority of workers. Majority of the workers are satisfied with the working of trade unions and felt the importance of collective bargaining in solving industrial disputes.

23 Ron Martin, Peter Sunley, Jane Wills, 1994, “The decentralization of industrial relations? New institutional spaces and the role of local context in British engineering”, University of Wales, Cardiff, September, Revised Manuscript Received, 11th April, p. 2104.
Sinha (1998), made a study relating to the working of trade unions in coal mines of Bihar. According to this study, most of the small and independent trade unions of coal industry of Bihar are not affiliated to any National Level Union. The study had also pointed out that there was inter-union rivalry which caused violence and disorder in the coal fields.\textsuperscript{25}

Kishalaya Dasgupta (2000), in his empirical study ‘Productivity & Human Resource Management’, examines the relationship between productivity and industrial relations in a sample of five organizations situated in and around Durgapur industrial belt of West Bengal over a period of ten years starting from 1980-81 to 1989-90. On the basis of these empirical findings, the paper recommends appropriate measures for improvement of IRS Via-a-vis productivity of those organizations.\textsuperscript{26}

Bikash Bhadury (2000), in his article propounds that “Total Productive Maintenance” (TPM) is a practical technique developed specifically for manufacturing organizations. This paper looks at both the need for and actual implementation of TPM. Three case studies have been presented. The need for implementation of TPM is brought out through the analysis of data from the Jute Industry.\textsuperscript{27}

Dr. Chris Grover (2000), in his paper locates the new labour welfare reform agenda in the work first shift of recent social policy. In this context it explores the aim of new labour's welfare reform programme to reconstitute the reserve army of labour so that it is able to fulfill its role in managing economic stability more beneficial to dependent groups to compete for paid employment.  

Dr. O.P. Minocha (2000), in his article has given the foregoing analysis endeavors to demonstrate that the ‘low’ and ‘high’ morale is related respectively to favourable and unfavorable attitude of the respondents towards job contents - supervisors, recruitment, selection and placement after training, promotion policy and procedure, remuneration, socio-physical working environments and the public image of the economy.  

D.K. Srivastava (2001), in his paper concerns the reaction of Indian trade unions to the emerging situation. The paper is based upon interviews with representatives of four Central Trade Union Organizations (CTUOs) i.e. BMS, CITU, HMS and AITUC located in New Delhi during December 1997 to January 1998.  

R.S. Dwivedi (2001), in his article has outlined some recent research findings and experiences and guidelines for developing a culture of high

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performance and more specifically, an attempt has been made to describe the concept of organizational culture and climate and approaches for the development of high performance culture, model HR practices for producing a culture of high performance, determinates and approaches relevant in Indian conditions for developing a high performance culture, and some experiences of high performance culture building activities in Indian organizations.\(^{31}\)

In his article KBL Srivastava (2001), observes that the world-wide, competitive market economy of today has completely changed the scene of industrial relations. A change in the IR Act is urgent which will help managements, workers and unions who deal with each other like partners and not as opponents. Today, management experts call it rather ‘mutual consultation’, which encompasses other developmental issues along with wages and incentives.\(^{32}\)

R. Asokan (2001) in his article has “A Study on Human Resources Management and Industrial Relations in Bharat Heavy Electricals Limited., Tiruchirapalli” is of the opinion that industrial development needs those proper industrial relations which will develop human potentiality.\(^{33}\)

Inder Jeet Dagar (2003) observes that a good industrial relations is a pre-requisite for the economic development of a country. The good industrial


relations give the external environment which will depend upon the internal environment, that too, upon the attitudes of employers and workers.\textsuperscript{34}

Eddy Lee (2003) argues that there is an important mutually reinforcing relationship between productivity and decent work and that strengthening this should be key policy objective. Conclusion has been drawn by discussing the implications of these policies to enhance the productivity - augmenting benefits of globalization which, in turn, is central to achieving the objective of decent work for all.\textsuperscript{35}

Dinesh Kumar Srivastava (2003), in his case study of two organizations has reported various issues like resistance to change, intervention methods for changing attitude and behaviour. The objective of the assignment was to develop a work culture in the above organization by implementing Total Productive Maintenance, should have the following characteristics such as continuously developing knowledge and skills of the workmen, so that they take initiative in information sharing, developing knowledge workers, developing positive attitude among respondents, and Total employee involvement through small group activities.\textsuperscript{36}

Jyoti and A.S. Sidhu (2003), in an article “Industrial Disputes in Punjab: Emerging Trends”, attempt to find the change in the industrial relations

scenario in Punjab due to changes in the composition and structure of industrial base of Punjab after the economic reforms introduced during the nineties. The study found that the number of work stoppages has reduced in the post reform period in Punjab. The study concludes that economic restructuring has resulted in the shift of balance of power in favour of employers.\textsuperscript{37}

S.K. Srivastavao (2004), in the article, ‘Impact of Labour Welfare on Employee Attitudes and Job satisfaction in Management & Labour Studies’, attempts to see the effect of welfare activities / facilities on job satisfaction and attitude of workers towards management amongst the workers of private and public sectors. If labourers / workers are satisfied, their attitudes are also pro and positive which plays a great role in the development of an organization.\textsuperscript{38}

Mamta Panda (2004), in his article, examines the relationship between the industrial relations environment and work culture in a private and a public sector organization belonging to the same industry. Industrial relations environment has been assessed in terms of: structural mechanisms for industrial relations management, trade unions collective bargaining, workers participation in management and union management relationship. Attempt has also been made to identify major industrial relations issues and organisational initiatives for improvement of the industrial relations environment.\textsuperscript{39}

T.P. Singh & Ajay Batish (2004), attempted to improve productivity of workers performing highly repetitive tasks through various interventions. The study was conducted in an engine bearing manufacturing facility at hole-punching station. Motivating workers to improve productivity has been a major agenda for the management of this operation. Worker productivity was found to improve most as a result of participative target setting and the management providing continuous feedback of performance. It is concluded that good working conditions, providing a challenge and ongoing feedback can be advantageously applied to improve worker productivity in industry for respective tasks.\cite{singh2004improvement}

Dr. Hitesh J. Shukla (2004), in his article observed that the Productivity is important for the growth and development of the corporate in this competitive world. Overall, the unit should try to introduce scientific control and management system for their material input, work and time study of the worker will motivate them to work smart, overall control should vest with the management.\cite{shukla2004productivitymanagement}

Shree Kumar K. Nair (2004), in his article, attempts to identify major work values of the new-age managers working in private sector companies and see whether these values have changed over the years. Results indicate a considerable shift in the work values present day managers reported in earlier

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studies. Independence: Preference for a job gives enough freedom to do what one wants to do, with less dependence on the boss.\textsuperscript{42}

Arun Kumar, N. Meenakshi (2004), in their article, Productivity was abysmally low. They concluded Companies need to take a fresh look at collective bargaining. If they want to engage the mind, heart and soul of their respondents, collective bargaining may just be the process for doing it.\textsuperscript{43}

Avinash Kumar and Srivastav (2004), in their article confirm that, Industrial Relations depend on the quality of relationship between the workers and their employers in an industrial setting. Mechanisms for preventing and resolving industrial disputes for protecting the rights of the workers and their employers come under the ambit of IR System and Regulations for managing the employee affairs fairly and objectively which can play a significant role in preventing the occurrence of employee disputes and grievances and thus have a positive influence on IR. This can be called as proactive industrial relations.\textsuperscript{44}

D.V. Giri and Anuva Choudhury (2004), in their article make an attempt to analyze the nature of organisational climate and the type of work culture prevailing in the National Aluminum Company Limited (NALCO). The findings of the study indicate that the prevalence of a positive work culture, which appeared to be largely dependent on the nature of organisational climate


prevailing in the organization, which is one of the most significant success ‘mantras’ of NALCO.45

M. Agarwal and Sudeepa Bose (2004), in their study, examined the relation between certain aspects of the work climate that may be created with the perception of procedural justice in public and private sector Indian organizations and role efficacy. The result reveals that a climate that provides system-support for innovation, interpersonal trust between the superior and the subordinated and participation in decision-making and member welfare significantly predicted perceptions of procedural fairness in the human resource practices of both the private and public sector organizations. Findings indicate that irrespective of the form of the organisation, management’s attempt to develop the role efficacy of members required the creation of positive work environment which enables members to perceive as ‘fair’ the procedures used for implementing human resource decisions.46

In their article, Gi Choon Kang, Sonya Kostova Huffman and Helen H. Jensen, (2004) explain the economic and welfare programme factors that affect the well being of low-income families and their labour supply decisions. The empirical finding indicates that higher wages increase labour and decrease welfare programme participation; an increase in non-labour income decreases both labour market and welfare participation.47

Tapan R. Mohanty, Adil Hasan Khan, and Gaurav Kamal (2004), in their article brings out the issue of labour standards and the debate surrounding them. Thus, international labour standards have been considered to be within the domain of the International Labour Organization (ILO), an organization set up with the objective to oversee labour relations.\textsuperscript{48}

In his article, Yasuhiro Sato (2004) affirms that studies have suggested that there exists a job search and recruiting friction in urban areas. An analysis shows that frictional urban employment brings about intersector wage differentials and that an economy almost always has distortion in the absence of government intervention. Tax and subsidy policies that remove the distortion are explored. Setting urban wages appropriately is also shown to attain the optimum. Finally, they explore the criterion to judge whether changing urban wages as a policy, such as the minimum wage law, enhancing social welfare.\textsuperscript{49}

Kishore Sharma (2004), in his article suggests that despite an increase in labour productivity, increased proportion of manufacturing value has not been passed on to workers, indicating that the poor have not benefited much from the reform process. The econometric evidence suggests higher productivity growth in those industries which are able to produce on a large scale, have higher production and semi-skilled workforce, but lower capital intensity and no public sector domination.\textsuperscript{50}

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Prof. (Dr.) Harish Kumar (2005) observes that a satisfied employee is a valuable asset to the company and on the contrary a dissatisfied and demotivated respondent spoils the work environment. Organizations need to take care of their respondents’ aptitude, skills, and ambitions, security etc. and based on that frame their employee performance management practices.\textsuperscript{51}

N. Krishna Moorthy (2005), in his article, presents the major findings of the study which are that both the number of disputes and the number of workers involved in the disputes have come down gradually in the post reforms period in Tamil Nadu. The study concludes that economic reforms have affected industrial relations in textile industry in Tamil Nadu as there is a declining tendency in industrial disputes.\textsuperscript{52}

A.K. Singh, Dr. K.N.S. Banafar and Dr. J.L. Bhardwaj (2005), perceive in their article that, the role of women both in the sharing of work and decision making process is necessary for the healthy growth of economy which has the following objectives: To examine the actual participation of farm women in decision making process in various operations of crop production and animal husbandry. To work out the participation of female in livestock based tasks.\textsuperscript{53}

Valter Di Giacinto, Giorgio Nuzzo (2005), in their article explained the labour productivity differentials across Italian regions: the role of socio-

\textsuperscript{52} Krishna Moorthy N., 2005, Industrial Relations Scenario in Textile Industry in Tamil Nadu in Indian journal of industrial relation, Vol. 40, No. 4, April, pp. 470 – 481.
economic structure and factor endowments, aims at explaining substantial and persistent regional labour productivity differentials in Italy.\textsuperscript{54}

Deepak K. Datta, James P. Guthrie, Patrick M. Wright (2005), in their study, examine how industrial characteristics affect the relative importance and value of high-performance work systems. Findings indicate that the impact of these human resources systems on productivity is influenced by industry, capital intensity, growth, and differentiation.\textsuperscript{55}

Dr. Hira Nand Singh (2006) has highlighted that the Indian labour has been a victim of exploitation from the very beginning of the establishment of the large scale industries. The workers had to face the problems of low wages and longer hours of work. The places for them to reside were also miserably despicable. Working conditions were in no way favorable for their health. The workers had to toil relentlessly for pretty long hours of work for a handful of wages.\textsuperscript{56}

W. Stanley Siebert, Nikolay Zubanov (2006), Arnaud Chevalier, Tarja Viitanen, in their article, studied the impact of labour turnover on labour productivity using a panel dataset of 347 shops belonging to a large UK clothing retailer over 1995-1999. For the within-shop link-holding constant the

shop’s permanent characteristics - they observe an inverted U-shape effect of labour turnover on productivity.57

Prof. K. Pushpagandan N. Shanta, in their article, Competition in Indian Manufacturing Industries, a Mobility Analysis: discusses an improved turnover index and applies to examine the mobility of firm in the Indian manufacturing sector during the post-reform period. The new index is used to test the stability of size ranks and analyze the changes in the degree of mobility.58

Prof. T Sampath Kumar (2006), in his study ‘Productivity in Indian Chemical Sector an Intra-Sectoral Analysis’ attempts to test the assumption of homogeneity of the sub-sectors on industry with particular reference to the Indian chemical Industry. While small firms experienced a fall in productivity levels during the post-reform period, the large firms could raise productivity.59

Latasri, (2006) conducted a study on labour, welfare measures in M/s. Seshasayee Paper and Boards Ltd., Erode and in her studies she concludes that welfare measure is very important for all kinds of industries and also it increases the labour productivity.60

Pranab K. Pani (2007), in his article, examines the areas such as employment per unit, capital intensity, labour productivity and capacity

58 Pushpagandan, K Shanta, N., 2006, Competition in Indian Manufacturing Industries a Mobility Analysis - Economic and Political, September 30, October-6, pp. 4130-4137.
expansion. The state’s industry has performed only marginally better than the national average. It is a fact that labour productivity may vary or change if more efficient machinery or equipment are used or combined with it. Similarly, productivity may also vary if better-trained or skilled workers are used in the production process, or a change in the very composition of workforce may vary the labour productivity.61

N. Rajyalakshmi and M. Sarada Devi (2007), in their study highlight that Port productivity plays a crucial role not only for making the ports globally competitive, but also to improve the competitiveness of the Indian industry. Hence this paper focuses on studying the productivity of Indian ports in handling the exports and imports. An attempt is made to compare the pre and post reform labour, capital and total factor productivities, and average turnaround time and berth occupancy.62

Gurpreet Randhawa (2007), in his article, reveal a significant positive relationship between work performance and job satisfaction, which signifies that satisfied workforce is more productive. The findings of the present study clearly shows that work related variables such as job satisfaction, turnover intentions and job-specific, self efficacy are directly relevant to human performance in organizations.63

Amit K. Bhandari & Shyamal Paul (2007), in their article, examines the relationship between wage and labour productivity in Indian organized manufacturing industries. They try to examine a series of unit root rest and causality tests to detect the causality between wage and labour productivity. The results detect causality running one way for most of the industries. They may provide extra benefits to the workers in order to raise their productivity. In other words, employers want to pay their workers more in order to get more out of them.64

Soumendu Biswas, Kailash B.L. Srivastava and Vijai N. Giri (2007), in the present study, believe that the changing nature of managerial philosophies could have been better captured had they also studied the sectoral differences among the Indian organizations with regard to the key constructs.65

Latha, G. and Dr. N. Panchanatham (2007) reviewed that “Human resources are the most important resources for every organization. Without human efforts organizations cannot achieve their objectives. Getting and keeping good people is the key factor for the success of every organization, whether profit or non – profit, public or private. Respondents’ stress result in mistakes, decreased productivity and employee turnover, supportive organizational climate, employee empowerment through participation in

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decision making, delegation of authority and training can impart healthy HR environment in public sector undertakings.66

Mohd. Azmatullah Mobeen (2007) in his articles concludes that an organization has respondents with different skill-sets working for it. Each employee has a distinct working identity, a different personality, different interpretation. The aptitude, which consists of basic abilities and potential of respondents in relation to their jobs, is the most important factor contributing to organisational efficiency.67

Jan Oosterhaven and Lourens Broersma (2007) in their paper ‘A Decomposition of Regional Labour Productivity’ show that, regional differences in labour productivity can be decomposed into a sector structure, a cluster of economies and a residual regional component.68

Jiukun Dai1, Paul M. Goodrum and William F. Maloney (2007) in “Craft workers and foremen share a general perception of the factors impacting on construction productivity”. However, differences do exist. Specifically, foremen reported factors related to project management and engineering drawings having a more severe impact on their productivity compared to craft workers, and craft workers reported factors related to construction materials as having a more severe impact.69

69 Jiukun Dai1, Paul M. Goodrum, William F. Maloney, 2007, “Analysis of craft workers’ and foremen’s perceptions of the factors affecting construction labour productivity – Construction”
Sohrab Abizadeh, Mehmet Serkan Tosun (2007), in their articles examine the effect of trade openness on the productivity of skilled and unskilled labour in a group of 36 developing countries using panel data and fixed effect approach. Their results support the hypothesis that trade openness has a positive and significant impact on labour productivity for both skilled and unskilled labour in the sample countries.70

Farhad Shafti, Robert Van Der Meer and Terry Williams (2007), in their article present key results of a research project on the application of service dimensions and classifications, to study differences between productivity management challenges across 12 important service sectors in the UK.71

Lourens Broersma and Bart Van Ark (2007), in their article, focus on the diffusion of knowledge intensive business services (KIBS) in relation to information and communication technology-based innovations and their effect on productivity growth. They find a significant positive relation between the measure of KIBS diffusion and the intensity of information technology (IT). Not only do use of IT and KIBS both contribute positively to labour productivity growth, they also find that the combination of these two inputs add further to productivity growth for the aggregate economy.72

Paulo Macaw’s Nuns, Tiago Neves Sequeirab, Ze’lia Serrasqueiroa (2007), show that the leverage of Portuguese firms tend to negatively affect its labour productivity for firms with relatively lower labour productivity but to positively affect this variable for firms in the right-hand side of the productivity distribution.73

Hinda Sidhu (2007), in his article “Share of Wages and Competitiveness in Indian Industry”, highlights: There are considerable variations in the wages rate and labour productivity across the different sub-sectors of the Indian industry. The study concludes that the competitiveness of each sub-sector of the Indian industries has improved over a period of time.74

Yamini Prakash and Meenakshi Gupta (2007), in their article, examine the relationship between Organisation Structure and Firm-Level Innovation in the Manufacturing Sector of India; explore the relationship between organization structure and Innovation in the manufacturing sector of India. Structural variables include Vertical Complexity, Horizontal Complexity, Formalisation, Centralisation, Concentration of Authority and Participation in Decision making. Data were collected from 250 respondents from four firms. These were analysed, both quantitatively and qualitatively using chi-square and content analysis.75

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Surender S. Jodhka and Katherine Newman (2007), in their article, focus on the role astrictive qualities which play in employer perceptions of job candidates, arguing that they persist despite a formal adherence to the importance of merit.\footnote{Surender S. Jodhka, Katherine Newman, 2007, 45(A) In the Name of Globalisation Meritocracy, “Productivity and the Hidden languages of Caste”, Economic and Political Weekly, October 13, pp. 4125 – 4132.}

Yoshio Yanadori and Takao Kato (2007), in their study show that, voluntary turnover ratio is negatively related to firm labour productivity. While recent studies have reported the negative influence of turnover on organizational performance they analysed only US samples. Their study contributes to researchers’ efforts to generalize the relationship between voluntary turnover and organizational performance. Turnover is detrimental to labour productivity as it reduces the stock of firm-specific human capital that a firm retains. Findings suggest that firm average employee tenure mediates the relationship between voluntary turnover and labour productivity.\footnote{Yoshio Yanadori and Takao Kato, 2007, “Average employee tenure, voluntary turnover ratio, and labour productivity”, Evidence from Japanese firms. International Journal of Human Resource Management 18’, pp. 101841–1857.}


Ravi Kiran and Manpreet Kaur (2007), study how Productivity is an important concept in the context of the economic growth of a nation. They
present the following finding: The rate of productivity in accelerating the pace of growth economic growth is well recognised in both the theoretical as well as empirical literature on growth.\textsuperscript{79}

Sharma, S. (2007) in his study reveals that the Indian Cement Industry has experienced a sharp decline in the TFP index over a study period from 1989 to 2005. The results on PPIs also corroborate with TFP findings indicating the fact that in the Indian cement industry, the inputs have not been used efficiently. And the empirical analysis of productivity reveals a dismal state, but at the same time it also indicates that the reversal of this phenomenon can play a crucial role in enhancing the competitiveness of this industry.\textsuperscript{80}

A study conducted by Zailani S., Wahid N.A., Premkumar R., Sathasivam M. (2007) attempts to examine whether quality improvement aspects have influence over a firm’s productivity performance within two different settings: semiconductor and medical equipment manufactures firms in Penang, Malaysia. To achieve this aim, six identified quality-improvement-related variables-cooperation (teamwork), participation in decision making, quality awareness, suggestion towards improvement, voluntary work and training are examined to see whether they lead to the improvement of productivity. The study found that while quality awareness, suggestions towards improvement, voluntary work and training influence productivity, the


other two variables, co-operation and participation in decision making also plays a role.\textsuperscript{81}

Sungshin (2007), in her article, “Industrial Relations and Economic Growth in Korea” reviewed the wage rate, labour productivity, and labour share examine to changing industrial relations over the last four decades in the Korean peninsula. The results imply that the labour share is greater than that of Korea’s competitive equilibrium in the 1990s. She analyzes the effect of industrial relations on economic growth through a theoretical model comparing the growth rate of the competitive equilibrium with that of the bargaining equilibrium.\textsuperscript{82}

Will Carrington Heath, Sarah J. Skinner, John Keith Watson (2007), in their article, “An International Assessment of the Relative Contribution of Economic Freedom and Mathematical Test Scores to Labour Productivity”, observe that Governments around the world dedicate many resources to the production of education in an effort to boost human capital and thereby increase labour productivity.\textsuperscript{83}

Maurizio Bovi (2007), in his study on “Shadow Employment and Labour Productivity Dynamics” highlighted that the opposite is found for the regular respondents. Because of their lower productivity level, the cyclical


response of the hidden workers affects the short-term profile of the overall labour productivity.  

Tarafdar, Tu, Ragu-Nathan, and Ragu-Nathan (2007), in the article, “The Impact of Techno stress on Role Stress and Productivity” based on empirical survey data, this article uses concepts from socio technical theory and role theory to explore the effects of stress created by information and computer technology (ICT) - that is, “techno stress” - on role stress and on individual productivity. They propose three hypotheses: (1) techno stress is inversely related to individual productivity, (2) role stress is inversely related to individual productivity, and (3) techno stress is directly related to role stress.  

Rahul Kapoor Insead Kwanghui Lim (2007) express: how knowledge-based and incentive-based perspectives complement each other to explain the effects of acquisitions on the productivity of inventors from acquired firms. Higher productivity is achieved when there is greater overlap in routines and moderate overlap in skills, and when the acquired firm is large relative to its acquirer. This study clarifies the subtle manner in which incentives and the knowledge-based view are intertwined.  

Frank Rids(2007), in his article, identify considerable structural and interpersonal barriers to solidarity including lack of contingent worker  

consciousness, difference in “skill” levels, antagonistic relationships with clients and a tendency to interpret client hardships in terms of personal defects. He contrasts these findings with instances where labour unions have become involved in welfare issues and propose steps toward a new paradigm for labour solidarity.\textsuperscript{87}

Joginder Singh & Harvinder Singh (2008), carried out a study on “Socio-Economic Impact Assessment of Promotion and Validation of Cotton IPM Technology in Punjab in Productivity”, to assess the socio-economic and environmental impact of this technology.\textsuperscript{88}

Kshitiz Garg, Rakesh Kumar Agrawal & Archana Tyagi (2008), in their paper, “Human Resource Practices in the Indian Financial Sector in Productivity” carry out an exploratory study to investigate the nature of human resource practices in twenty companies, both multinational and Indian, operating in Indian and dealing with mutual funds, banking and life insurance. The findings are discussed with respect to seven HR practices – recruitment, manpower planning, training and development, performance management system, talent management, employee engagement and exit process.\textsuperscript{89}

Detelina Marinova, Jun Ye and Jagdip Singh (2008), in their article, identify a frontline mechanism comprising autonomy, cohesion, and feedback

that helps explain when and why the simultaneous pursuit of quality and productivity orientations has positive or negative effects on unit revenue, efficiency, and customer satisfaction. An empirical test of the proposed framework using data from 423 respondents in 30 strategic business units and longitudinal unit-level performance data indicates that frontline autonomy mediates the positive impact of productivity and quality orientations on unit revenue and customer satisfaction and their negative impact on unit efficiency.\textsuperscript{90}

Awad S. Hanna, M. Asce; Chul-Ki Chang, Kenneth T. Sullivan and Jeffery A. Lackney (2008), in their article: ‘Impact of Shift Work on Labour Productivity for Labour Intensive Contractor’, detail why and how shift work affects labour productivity, and then address the appropriate use of shift work. The quantitative component determines the relationship between the length of shift work and labour efficiency. The results of the research show that shift work has the potential to be both beneficial and detrimental to the productivity of construction labour. Small amounts of well-organized shift work can serve as a very effective response to schedule compression.\textsuperscript{91}

Shailendra Singh, Kashi Naresh Singh and Abhijit Bhattacharya (2008), in their paper “High Performance Organizations Relationship with Human


Resource Policies and Practice”, examine the relationship between organisational performance and HR policies and practices.\textsuperscript{92}

Pooja Purang (2008), in her study measures HRD Climate in terms of various dimension like Participation, Succession Planning, Training, Performance Appraisal and Job Enrichment and its relationship with the Organizational Commitment of managers. This study was a survey research performed in five organizations on a total sample size of 247 middle level managers. The study hypothesized a positive relationship between the ten dimensions of HRD Climate and Organisational Commitment. Correlation analysis was performed to see the relationship and step-wise regression analysis was performed to study the predictor effects of the ten dimensions of HRD Climate. The study proposes that a positive perception of the Climate will enhance the Commitment, which further enhances the performance of the managers.\textsuperscript{93}

Elke Wolf / Thomas Zwick (2008) assess that employee involvement and financial incentives are often praised as effective means for increasing firm productivity. They assess the productivity effects of these human resource practices by accounting for the main sources of estimation bias – unobserved heterogeneity and endogeneity and by using representative establishment panel data for Germany.\textsuperscript{94}

\textsuperscript{93} Pooja Purang, 2008, “Dimensions of HRD climate enhancing organisational commitment in Indian organisations”, Indian journal of industrial relations, Vol. 43, No. 4, April, pp. 528-546.
Kesar Singh Bhangoo (2008), in his study attempts a detailed analysis of industrial disputes and work stoppages, their forms, extent and volume, nature and causes, duration, performance and efficiency of industrial relations machinery and comparative analysis of strikes and lockouts. The study points out that the share of personnel matter in causing disputed was increasing though economic causes dominated over the period. The study also points out the poor performance and inefficiency of the State’s industrial relations machinery.95

Zubin R. Mulla and R.K. Premarajan (2008), in their article, have studied the measure for employee motivation. The measure included formal performance appraisals, linking those appraisals tightly with compensation and focusing on employee merit in the promotion decisions. The study showed that high performance work practices led to significant benefits in terms of corporate financial performance through the intervening mechanisms of lower employee turnover and higher productivity.96

Linda S. Henderson (2008), in his article, indicates that project managers’ competencies in decoding and encoding communication significantly contribute to team member satisfaction and productivity. In addition, geographic dispersion plays an unexpected and significant role in how

project managers’ competency in decoding and encoding communication impacts team member satisfaction and productivity.\textsuperscript{97}

B.K. Punia and Priyanka Sharma (2008), in their article, discuss: the influence of the organisational procurement practices on employee dentition intentions on the basis of personal and positional variables of respondents. The respondents, the high turnover can negatively affect employment relationships, morale and workplace safety. The magnitude and nature of these loses is a critical management issue, affective productivity, profitability, product and service quality. It consists of various activities such as job analysis, requirement, selection, placement, induction and orientation.\textsuperscript{98}

Kamal Birdi Et Al, Chris Clegg, Malcolm Patterson Andrew Robinson, Chris B. Stride, Toby D. Wall Stephen J. Wood (2008), in their article indicate that within the strategic human resource management (SHRM) perspective, psychology-based practices, especially empowerment, extensive training, and teamwork, are seen as vital to sustained competitive advantage Consistent with SHRM theory they found performance benefits from empowerment and extensive training, with the adoption of teamwork serving to enhance both. In contrast, none of the operational practices were directly related to productivity.


nor did they interact with other practices in ways fully consistent with the notions of integrated manufacturing or lean production.  

Joan-Ramon Borrell and Mara Tolosa (2008), in their article, present empirical evidence regarding the effect of simultaneous antitrust and trade policy on productivity. They find that treating antitrust across countries as an exogenous policy overestimates the impact of competition on productivity by as much as 18%.  

Edward Nissan and Farhang Niroomand (2008), in their article, “Linking Labour Productivity to Economic Freedom”, provide a review of the role of enterprise in a capitalistic setting to promote economic growth. The finding by relating productivity to economic freedom index of the Heritage Foundation indicates a statistically significant relationship between the two. This gives credence to the hypothesis that economic liberalization induces growth, despite significant gaps in the levels of productivity and economic freedom index between groups of countries.  

M.S. Srinivasan (2008) observed the comprehensive framework for evolving a motivational strategy, which will lead to the progressive evolution of human potential in an organization. The article tries to integrate modern

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theories of motivation with ancient Indian perspectives, based on an integral psychology.102

K. Ghosh & S. Sahney (2009) in their article, “Socio-Technical Analysis of Firm Level Executive Jobs”, empirically establish that in the case of Indian organizations the socio-technical design of executive jobs among different sets of organization viz. public and private sector, and manufacturing and service sector. Efforts should be made continually by the organizations to strike a balance among various technical and social constructs in the course of designing jobs for executive levels to generate better job satisfaction, employee morale and retention, and quality of work life.103

Kanwar, Y.P.S Singh A.K. and Kodwani A.D (2009), in their article, reveal that while work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. The findings and implications of the study for enhancing employee satisfaction are discussed and future research directions are pointed out.104

Oommen T.K. (2009) his paper attempts to situate labour movements of 20th century India-agrarian and industrial in the context of the changing

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contours of the country. Many scholars have focused exclusively on industrial labour, ignoring the fact that the overwhelming proportion of labour in India is predominantly agrarian. The prospect of a unified labour movement is unlikely because of the many categories and internal differences within each.\textsuperscript{105}

Steven G. Rogelberg and Joseph A. Allen (2010) explored whether organizational science should consider employee satisfaction with meetings as a contemporary, important, and discrete facet of job satisfaction. Using affective events theory, they postulated that meetings are affect-generating events that meaningfully contribute to overall job satisfaction. Finally, as hypothesized, the relationship between meeting satisfaction and job satisfaction depends in part upon the number of meetings typically attended. Implications for assessment, leadership development, on-boarding, and high potential initiatives are discussed.\textsuperscript{106}

Bala Subrahmanya, M.H. (2010), in his article, examines the influence of technological innovations on employment and labour productivity growth of a sample of 72 small and medium enterprises in the auto component sector of Bangalore. Innovative SMES, engaged in both product and process innovations, could achieve a considerable increase in their sales and employment during 2001-02 to 2005-06. But in the midst of high turnover rates of employees, comprising largely skilled and unskilled workers with a


marginal presence of technical employees, the incremental nature of innovations and a significant employment growth, innovation did not have a positive impact on labour productivity growth. Upgrading the quality of innovations, adopting strategies to retain the trained technical / skilled labour and undergoing training in “innovation management” to optimally employ factor inputs are suggested to enable SMES reap” “productive benefits” from their innovations.107

David J. Storey, George Saridakis, Sukanya Sen-Gupta, Paul K. Edwards, and Robert A. Blackburn (2010) introduce and test a new variable, self-reported job quality (SRJQ), as a key link in the causal chain between HR practices and outcomes. In comparing small firms with large ones, they present three key findings: (1) employee reports of job quality are highest in small firms and decrease as firm size increases; (2) in workplaces owned by large firms, job quality is highest in the smallest workplaces; and (3) workers in small in comparable sized workplaces owned by small firms. Their findings are partially explained by how formally HR practices are implemented.108

Since no major research has been undertaken in SIPCOT, Cuddalore, this study could be considered as a pioneering one and would help in the personnel and labour management relations of SIPCOT.

From the review of earlier literature it may be concluded that though there are so many pieces of literature available on industrial relation and labour productivity, they are lacking in certain respects. They obviously discuss the causes and effects of different dimensions to the problems of industrial relation. However they are not complete and touched only one aspect of industrial relation and labour productivity.

So the present study is complete in all respect which brings out the relationship between industrial relation and labour productivity. The earlier researches reviewed have an opinion that the job satisfaction is an individual affair, which is influenced by either labour welfare or safety measures. But the present study assumes that the job satisfaction is the effect of collective and total influence of various factors such as labour welfare measures, safety measures and the industrial relations. These variables affect the labour productivity in total so that it can be gauged or studied through the opinion collected from the work force.

Recent Globalization is a venture slowly affecting the Government and the Government sponsored agencies. The SIPCOT is one among the programmes to develop the industrial atmosphere in under-developed regions (i.e.) Cuddalore District. This research is undertaken as the sample from Cuddalore SIPCOT which is an attempt made to find out whether the Government sponsored SIPCOT is successful or not in challenging the globalization.
Job Satisfaction is an individual affair but production is a group activity where the performance of one depends on the other. The researches undertaken by earlier researchers are in the wrong notion that productivity is an individual affair but in reality it is not so. It is better to address the productivity by taking the sample size from all status of employees by which this gap in research is filled by researcher.

The earlier researches concluded that just provision of safety measures and labour welfare measures in a factory will have a positive influence on employees which is not so. The quality of safety and welfare measures by considering perception of employees could reveal the mind-set of individual workers. It is a quality analysis which has been rarely addressed by earlier researchers. To assess the qualitative assessment Likert’s scaling technique have to be applied.

In the same area of SIPCOT complex, two responsible pharmaceuticals chemical units have been selected for analysis. By analyzing equal units the perception of sample respondents in two units will reveal the employees mind set over safety measures, labour welfare and job satisfaction of industrial units. In between two units the labour productivity may be influenced by one among three variables. Which variable dominates is a question to be addressed in the present study.