

# “Maintaining Industrial Harmony Through Employee’s Engagement -: A Study Report Conduct in Automobile Industry, Delhi NCR”

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**Abstract:** Industrial Harmony means the state of relative peace in the organization which generally involves ; absence of strike, lack of trust among the work group or union, peaceful relationship between unions and management of the organization , positive involvement or participation of the employees. The organization productivity, performance and profit depend on the critical factor which is named as Industrial Harmony. It also covers the industrial relations with stakeholders, amicable settlement of industrial dispute, negotiations with trade union etc.

The mutual trust and cooperation between employees and management is the core to industrial peace. When the trust exists, all the problems are mutually explore able and the solutions become visible. Unions are representatives of the workers , treating them with respect as partner in progress and taking them along in achieving the goal of the organization makes the journey easier and meaningful. Workers believes in union more than the management.

Employee Engagement is an art which touches almost all the part of human resource management . Through employee engagement we can develop the two – way communication relationship between employees and the employer for the growth of the organization as well as the employees. In the earlier days the employee engagement redistricted up to job satisfaction , employee commitment and organizational citizenship behavior.

This research paper is completed on the study bases of the data collected through primary and secondary sources from Automobile Industries located at DELHI NCR.

**Key Words:** *Industrial Harmony, Employee Engagement, Employee Commitment, Job satisfaction, Talent Recognition, Performance Impact etc.*

## I. INTRODUCTION

Now a days the labour unrest or strikes are increasing day by day in the industries which are affecting the present scenarios of automobile industries as well as industrial growth and economic development of the country. The scenario during the last five year or so several incidents of unprecedented break down of industrial relation/disturbed industrial harmony have been witnessed in India. The globalization which hit the Indian business scenario in the second past decade i.e. 2005 onwards, which introduced throat cut competition among the industries and put big challenges for their survival or existence in the market.

Many strikes and unrests were looked in the recent scenario in automobile industries such as Mahindra & Mahindra Nasik plant ( May 2009) , HMSL (Oct 2009), Hundai Motors India ltd (Nov 2009), Honda Siel cars India Ltd (April 2010), HMIL (June 2010), General Motors (Nov 2010 ), Ford, Channai (March 2011), GM plant, Halol (March-April-2011), MSIL, Manesar( June 2011 and July 2012).

In fact the formation of union happens only when the loss of trust takes place between the employees and the management and grievances are not heard and resolved timely. Believe in change, but also be sensitive to the needs of the people. Like the relationship of parent and child , view and feel the same of management and union, even if the child gets spoiled, we don’t throw it out of the family but try to correct them with love and patience.

Employee engagement in broader in scope and helping the organization developing the positive environment in the organization .All the engaged employees always emotionally attached with the organization and highly involved in their job with a great spirit and enthusiasm for the success of their employer . Engaged employees always work and think out of the box for their organization.

The term employee engagement (Robinson et al.(2004)) is comprises as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and work with colleague to improve performance within the job for the benefit for the organization. The organization must work to develop and encourage the growth and development of engagement, which require a two-way relationship between employer and employee.

The credibility of management is the biggest strength in developing cordial industrial relation. The main objective of the IR or ER is the continuous development of the workforce in all aspects. Every individual is different from other and having unique characteristics by the grace of God. Everyone are having some talent since childhood.

### ***Talent Recognition***

Talent means the skill that someone has quite naturally or someone is born with. People may have talent for music,

singing, dancing, acting, sports or any other skills. Some of the talents can be developed by educating the people. Greek Philosopher Aristotle said “man is a social animal” and show the feeling of pleasure or contentment when someone socially recognize the talent of any individual. When the process start of the talent recognition of individual or group of people then there is building of trust in-between.

Talent management, often times referred to as Human Capital Management, is the process of recruiting, managing, assessing, developing and maintaining an organization's most important resource-people. Industrial Harmony is a situation where the employees and management co-operate willingly or with trust for the company's commercial objectives. This create a high level of employee's satisfaction and motivation. Industrial harmony helps in the economical and social growth of the country by providing the adequate employment. The organization can maintain good harmony by gaining the trust of their people.

### ***Employee Engagement Strategies:***

1. Start it on day One.
2. Start it from the Top.
3. Enhance employee engagement through two-way communications.
4. Give satisfactory opportunities for development and advancement.
5. Ensure that employees have everything they need to do their job.
6. Give appropriate trainings to the employees.
7. Have strong feedback system.
8. Incentive have a part to play.
9. Build a distinctive corporate culture.
10. Focus on top-performing employee.

### ***Objective of the Study***

The objectives of the study will be

- (i) To know about the awareness of Employee Engagement Activities and Industrial Harmony by the HR Departments.
- (ii) To know the effectiveness and impact in maintaining the Industrial Harmony through an effective Employee Engagement.

## **II. CONTEMPORANEOUS PUBLICATIONS OR REVIEW OF LITERATURE**

**Solomon Markos et al.(2010)**, defined that the scope of the employee engagement are very wide and broader in

nature, which is strongly supported by the two way relationship between management and employees. It is very true that the engaged employees are always positive in all respect for the organization; such as employee retention, productivity, profitability, customer satisfaction and safety etc. Employee engagement is depend on the personal traits of the employee's( knowledge, skills, attitude etc. ), organization culture, environment and practices (leadership, social networks, personal respect, process, context component of job performance etc.). The employees engagement starts from the first day through effective recruitment and orientation program, begins from the top management in the organization and always keep focus on the top-talented employees to reduce their turnover and continuously maintain or increase the business performance of the organization.

**Mostak, Ahamed Galib et al.(2011)**, collected the recent labour unrest from May-2009 to June-2011(i.e. 11 nos. of labour unrest) in the Indian automobile industries. Now a days maintaining the co-ordial human relation in the auto industries in India is a very big challenge. The factors which are affecting the industries are demand for wage hike, reinstatement of terminated or dismissed workers, demand for recognition of labour union, hiring of 85% on contractual basis to run the plant, lack of motivation, security, safety in the organizations. Some of the factors are also having the indirect relation to strike such as price hiking of raw materials, customers complaints, additional govt. tax liabilities etc.

**R.N. Kadam(2012)**, searched that, if any country required to develop its economic conditions then it is necessary for them to maintain the industrial harmony, which resulted into the more productivity and prosperity. The state govt. of the country plays a very crucial role in dealing the industrial conflicts-strikes and lockouts. The findings of this study is that the employees involved in the strike and lockouts has increased from 5.12 lakhs(1971) to 1 crore 19 lakhs (1999). To achieve the industrial peace the harmonious relationship between labour and management is the basic requirement for the same. ILO defines, “Industrial relations deals with relation between the state, employer's and workers unions/organizations. The main industrial disputes are mostly related to with their wages, hours of work, working conditions and welfare facilities etc.

**Meera Singh(2012)**, defined that the image of any organization can be built very easily through retaining the branded talents in the organization. There are four major area which has to be looked into for the employee branding i.e. selective recruitment, targeted training, effective communication about organization goals, role clarity and compensation system. It is known that, now a days there is throat cut competition in the market in the era of globalization and emphasis on customer delight. It is also necessary for the organization to focus on skilled manpower, retention and motivation of knowledge workmen and talented workmen through employee branding. It is important that the available talents in the organization should be empowered, which resulted to

have satisfied customer. This reports is having very wide view of talent management which is the biggest challenges before the HR professionals in today's scenario.

**R. Thamilselvan et al. (2012)**, carried out the study to identify the employee's opinion and management strategies towards the talent management in the organization. It is not necessary that money is the only reason of leaving the organization but the dysfunctional company culture is also one of the main reason for the same. The major strategies such as Job rotation and New Assignment, Alternative Work Schedule (AWS), Reward and Recognition system, Retention bonus/ scheme are the more acceptable by the majority of the employees in the IT organizations.

**Anupam Rani et al. (2012)**, described that talent management is a strategic tool and holistic approach for attracting and selecting people wisely, developing and retaining leaders, placing the right talent at right place and right time, as well as prepared the organization for the future challenges and development. Talent management comprising three major components: Talent Identification, Talent development (internal and external), Talent engagement, motivation and retention.

**Pallavi Kumari (2013)**, emphasize that now –a-day industrial harmony is very much required for sustained economic development and growth. In our country we are having mixed economy i.e. both private sector and public sector. Industrial relation play a vital role in establishing and maintaining industrial harmony and the techniques used for the same differ from industry to industry and organization to organization in view of difference of objective.

**Hiteshwari Jadeja et al.(2013)**, Now days the labour issue in the automobiles in India are very common and uncontrolled, the main reason of this is low-wage contract workers. Because in automobile industries the wage difference in-between permanent worker and contractual worker is very huge for the similar skill and job profile. All the contractual are being removed after every six month and reappointed again for escaping from their medical-benefits and provident fund payment responsibilities in Maruti Suzuki's, Manser plant, which comes under the unfair labour practices and resulted into the labour unrest. To maintain the harmonious industrial relation HR people has to be proactive to address and resolve the grievances of the workmen.

**Nibedita Nanda et al.(2013)**, communicated the challenges and effectiveness of industrial relation environment by adopting better kind of welfare activities for their workmen, which resulted the better productivity, minimum cost, higher profit, reduces industrial dispute, harmonious relationships etc.

**Rajpreet Kaur(2013)**, observed that talent management is a crucial tool for identification of the strength and weakness of the employees of the organization. Now a

days the managing the talent in a global organization is very challenging, which includes the process of attracting, selecting, training, developing, promoting and retaining the employees throughout the organization. Talent management assist to improve the organizational performance by focusing the key variables (leadership, competencies, individual skills, motivations, experience, reward and recognition).

**Hassan, Olanrewaju Makinde(2013)**, opines that industrial harmony at the workplace is very much important for the achievement of organizational goal and objectives. The industrial harmony can be achieved and maintained at the workplace through effective industrial relations i.e it shows that the existence of the significant relationship between industrial harmony and effective industrial relation. This study recommend for the organization to prevent strike action, disputes and disorderliness at work place some factors should be attended maturely such as pride to be given to Industrial / Trade union activities, individual problem as organizational problems, arrangement or collection of funds for the smooth running of union activities.

**B. Ravi Kumar(2014)**, emphasize on some important points to ensure for maintaining the congenial and cordial relation in the organization. The points are such as: the relation between the superiors and subordinates should be healthy, adequate training to the superiors is to be given for maintaining better relations, unbiased procedure should be maintained for the grievance settlement, management should not discourage the workmen for participating in union activities, management should firm and fair with the demand of union.

**Mohammadhossein Hajikaimisari et al.**, expressed the "Talent Management" as an organization's strategic management system and by implementing the same we can develop the human resource, which would be capable to support the current and future organizational growth direction and objectives in Iranian construction firm

### III. METHOD ADOPTED FOR THE RESEARCH STUDY

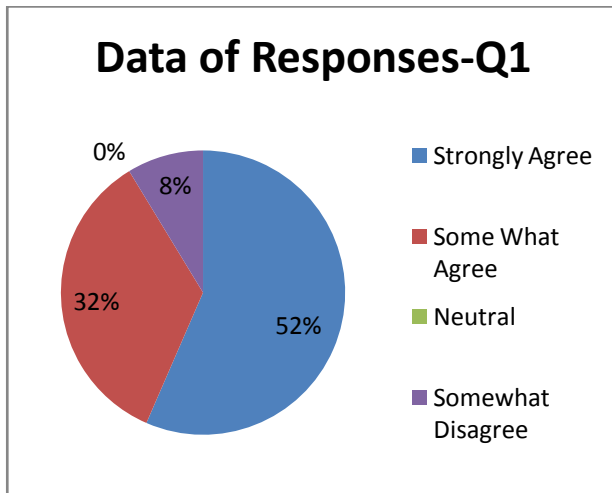
The data has been collected from respondent through questionnaire, personal observation, interviews, interview of employees working at managerial and supervisory levels with in the various organization of automobile industries and presentation and written record of the employee engagement activities of the organization of automobile in DELHI NCR.

#### Data Analysis

Percentage of responses of respondent against the following questions:

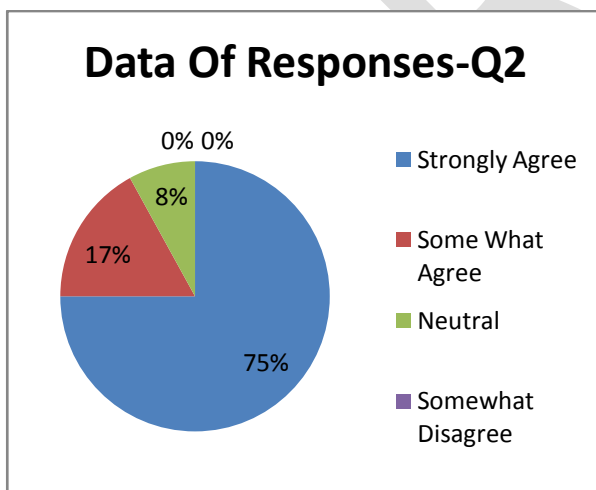
Q1. Every Manager is well aware of concept of Industrial harmony and Employee engagement.

Sr. No	Particular	Percentage(%)
1	Strongly Agree	52%
2	Some What Agree	32%
3	Neutral	0%
4	Somewhat Disagree	8%
5	Strongly Disagree	8%



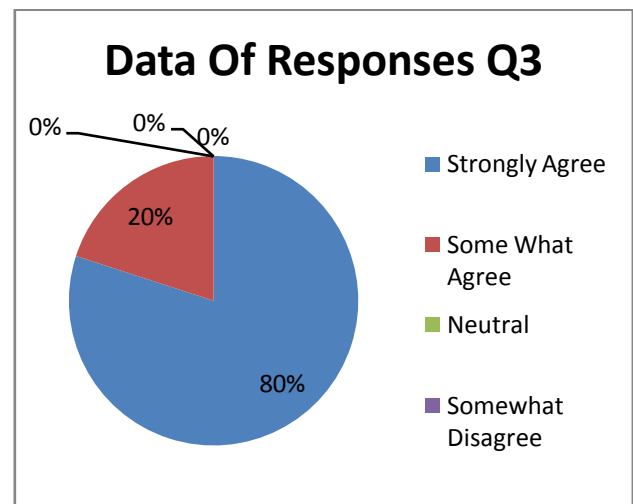
Q2. Proper Employee Engagement is done in our organization

Sr. No	Particular	Percentage(%)
1	Strongly Agree	75%
2	Some What Agree	17%
3	Neutral	8%
4	Somewhat Disagree	0%
5	Strongly Disagree	0%



3. Effective Employee Engagement activities supports in maintaining Industrial Harmony in the organization.

Sr. No	Particular	Percentage(%)
1	Strongly Agree	80%
2	Some What Agree	20%
3	Neutral	0%
4	Somewhat Disagree	0%
5	Strongly Disagree	0%



### Findings

- 84 % of respondent are found well aware of the term “Industrial Harmony” and “Employee Engagement” but 16% found that they do not have enough knowledge of Industrial harmony and employee engagement.
- 92 % of respondent are found implementing the employee engagement activities in routine practices of human resources management in their organization.
- It has been found that 80% respondent strongly agree that the proper implementation of employee engagement activities affects positively in maintaining the industrial harmony and 20 also agree to this but not strongly.

### IV. CONCLUSIONS SUGGESTION

The conclusion of the study is that the Employee Engagement is inevitable activities for the better utilization of human resources in order to maintaining the industrial harmony in the organization.

Further, it is also suggested that the awareness and opportunities for participation in Employee Engagement Activities should be given to everyone in the organisation and the top management of the concerned organization should take its responsibility for the growth of the stakeholders of their organization.

### Limitations

- Due to restriction of the pages of research paper 9-10 several important things could not be mentioned in the paper.
- The author did not have any control over the respondents, it might be possible that some the respondent have not responded truly in their responses.

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