



“A STUDY ON PERCEPTION OF KEY STAKEHOLDERS WITH REGARDS TO KEY ASPECT OF INDUSTRIAL RELATIONS”

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ABSTRACT:

This paper intends to analyze the perspectives of vital stakeholders—mainly, authorities officials, labour unions, companies, and employees—about the essential factors of business family members. Industrial members of the family are the dynamic interactions among management and the labour pressure shaping workplace concord, production, and socio-economic balance. The take a look at gathers thorough insights the use of a combined-strategies approach that combines quantitative surveys with qualitative interviews. Important regions of emphasis are collective bargaining, conflict decision structures, labour legal guidelines, employees' rights, and the element unions play in selling industrial peace. Results display unique perspectives among stakeholders, therefore stressing regions of settlement and difference in expectancies and stories. To enhance commercial family members, the study emphasises the want of green conversation, coverage adjustments, and involvement of all events concerned. By helping to create extra inclusive and green business family members regulations, this take a look at helps sustainable commercial development and social fairness.

KEYWORD : Industrial Relations, Stakeholder Perception, Collective Bargaining,

INTRODUCTIONS:

Industrial relations (IR) are the intricate interactions amongst government organizations, labour unions, corporations, and people that shape the operation of the bigger economic system and the organizations. These interactions are fundamental in forming workplace environments, defining employment situations, and keeping business peace. Various socio-economic, political, and technological tendencies have formed business members of the family' evolution, therefore influencing a critical discipline of study in the contemporary labour market.

Key players in business members of the family—employers, employees, change unions, and authorities organizations—have one of a kind views moulded via their responsibilities, pastimes, and stories. Fostering right communication, settling disputes, and growing guidelines assisting honest labour practices, productiveness, and social fairness all rely on an knowledge of those perceptions.

Key elements of commercial members of the family—including collective bargaining, warfare resolution systems, labour legal guidelines, worker rights, and the feature of unions—are examined in this paper in phrases of these stakeholders' perspectives. The have a look at targets to discover the elements affecting business family members outcomes and offer ideas for improving cooperation and commercial concord by way of an analysis of the similarities and variations in stakeholder views.

The outcomes of this study are intended to help extra efficient commercial relations guidelines to be advanced, boom stakeholder involvement, and promote the established order of inclusive and sustainable offices.

DEFINITION :

Industrial Relations (IR): Industrial members of the family (IR) are the system of relationships between employers, personnel, labour unions, authorities our bodies, and other entities that form the conditions of labor, employment practices, and the decision of conflicts within the workplace and the larger financial system.

Stakeholders: Individuals, organizations, or enterprises who've a stake in or are impacted by way of the effects of commercial family members are referred to as stakeholders. This covers once in a while the bigger society, authorities businesses, labour unions, personnel, companies, and others.

Collective Bargaining: Collective bargaining is the process of negotiation among employers and a collection of people, frequently represented via a union, about employment phrases inclusive of pay, working conditions, advantages, and other place of job guidelines.

OBJECTIVES :

- To Study the Industrial Relations and the perception of Trade Union members with regards to Industrial Dispute, Long Term settlement, Grievances,
- Collective Bargaining, strike, worker's participation, and welfare.
- To study the perception of Management towards the key aspects of Industrial Relations.
- To study the perception of Leaders of Trade Union towards the key aspects of Industrial Relations.

REVIEW OF LITERATURE :

Extensively researched, the sphere of commercial family members (IR) has drawn many academics looking on the complicated interactions among authorities businesses, labour unions, agencies, and people. Key theoretical frameworks, empirical studies, and growing developments are synthesised on this literature evaluation to provide a thorough expertise of stakeholder perceptions in industrial members of the family.

In the item theorising International Trade Unionism, Keith Abbott (2011) The paper investigates the theoretical frameworks implemented to analyse international alternate unionism as well as the issues confronting the international labour motion inside the twenty-first century. Beginning with a ancient perspective, the paper covers international trade unionism from the overdue nineteenth century's early tries to create worldwide labour organizations to the difficulties confronting the labour motion in the modern worldwide economic system. The creator then addresses the diverse theoretical frameworks— together with Marxist theories of imperialism, institutionalist theories of world governance, and social motion theories of collective motion—that have been implemented to look at international trade unionism. Though every any such theoretical frameworks contributes to our expertise of the troubles confronting the global labour movement, Abbott contends that none of them offers a entire description of the contradictions and complexity of contemporary globalisation. The creator argues that a extra complicated and multidisciplinary approach is required to absolutely draw close the whole spectrum of elements influencing the worldwide labour motion, consisting of financial, political, and social ones.

In the item known as How Can International Trade Union Organisations be Democratic?, Richard Hyman and Rebecca Gumbrell-McCormick (2010) Hyman and Gumbrell-McCormick contend that for alternate union corporations to live relevant and effective within the globalised economic system, democratic representation is without a doubt important. The study seems at diverse exchange union democratic models, which includes consultant democracy, participatory democracy, and deliberative democracy. The authors additionally talk the difficulties international exchange union companies face in advancing democracy, along with questions of legitimacy, responsibility, and openness.

RESEARCH METHODOLOGY:

This **descriptive** study aims to analyze the perceptions of key stakeholders—Trade Union members, Trade Union Leaders, and Management—regarding critical aspects of industrial relations at a specified organization in Baroda. The universe of the study includes BAMS-INTUC Trade Union members, leaders, and management personnel. A **stratified purposive sampling method** was employed, focusing on respondents from BAMS-INTUC, which holds 76% of the membership and exclusive bargaining power as per the Baroda Industrial Relations Act, 1960. The sample comprises 63 trade union members, 11 management personnel, and 8 trade union leaders from the HR and IR departments. Data collection was conducted through an interview schedule comprising both open-ended and close-ended questions to capture diverse perspectives. The collected data were analyzed using **Microsoft Excel and Word**, with results presented through tables, bar diagrams, and pie charts to facilitate clear visualization of findings. The analysis led to the formulation of key findings, conclusions, and actionable suggestions.

DATA ANALYSIS AND INTERPRETATION :

Demographic Variable

Table showing the Age of Respondents.

Particulars (Years)	N	Percentage
25-30	-	-
31-35	4	6.3
36-40	16	25.4
41 and above	43	68.2
Total	63	100

From the above table it is observed that age of respondent, is highest 68.2% (43) out of 63 respondents were between 41 and above, 25.4% (16) were between 36-40 and 6.3% (4) were between 31-35.

Table showing the considering Strike as a most powerful tool to get the demands accept from management.

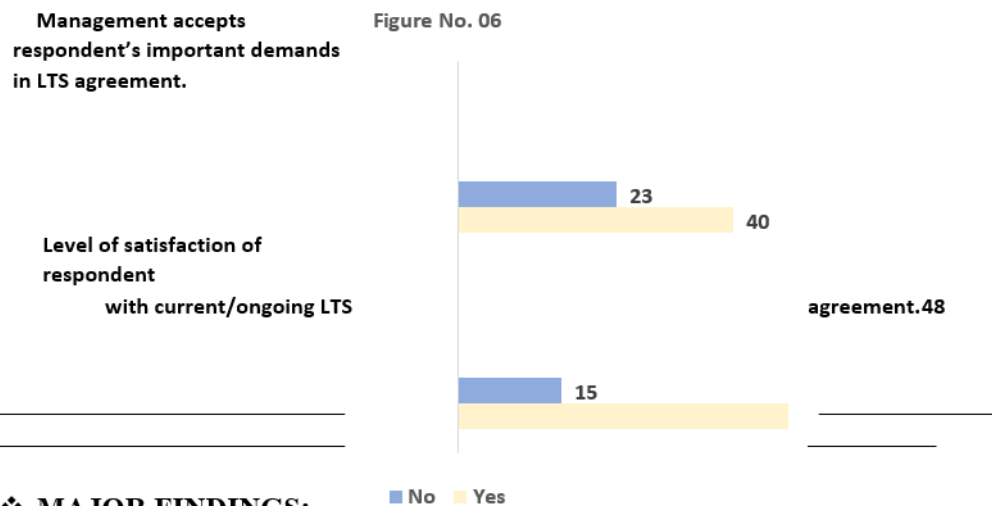
Particulars	N	Percentage
Yes	41	65
No	22	34.9
Total	63	100

From the above table it is observed that the considering strike as a most powerful tool to get the management to accept your demand, is highest 65% (41) out of total 63 respondents said yes, 34.9% (22) said no.

Table showing the Level of satisfaction of respondent with current/ongoing LTS agreement and Management accepts respondent's important demands in LTS agreement.

Particulars	Level of satisfaction of respondent with current/ongoing LTS agreement.		Management accepts respondent's important demands in LTS agreement.	
	N	Percentage	N	Percentage
Yes	48	76.1	40	63.4
No	15	23.8	23	36.5
Total	63	100	63	100

From the above table it is observed that level of satisfaction of respondents with current/ongoing LTS agreement, is highest 76.1% (48) out of 63 respondents said yes. The management accepts respondent's important demands in LTS agreement, is highest 63.4% (40) out of 63 respondents said yes.



MAJOR FINDINGS:

The major findings of the study reveal that perceptions of key stakeholders—Trade Union members, Trade Union Leaders, and Management—regarding critical aspects of industrial relations at the specified organization in Baroda show both areas of alignment and divergence. While there is a general consensus on the importance of effective communication, fair labor practices, and the role of collective bargaining in maintaining industrial harmony, differences emerge concerning the perceived effectiveness of dispute resolution mechanisms and management's responsiveness to worker concerns. Trade Union members and leaders emphasize the need for greater transparency in decision-making and improved labor rights protection, whereas management personnel focus on operational efficiency and the challenges of balancing employee demands with business objectives. Additionally, the study highlights the significant influence of the Baroda Industrial Relations Act, 1960, in shaping stakeholder expectations and interactions, with suggestions for policy enhancements to promote more balanced and sustainable industrial relations.

SUGGESTIONS:

To enhance industrial relations at the specified organization in Baroda, it is suggested to establish regular communication channels between management and trade unions, strengthen collective bargaining processes, and improve dispute resolution mechanisms through mediation and arbitration. Additionally,

promoting employee training, ensuring compliance with labor laws, fostering a culture of mutual respect, implementing continuous feedback systems, and advocating for policy reforms can help create a more harmonious, productive, and legally compliant industrial relations environment.

CONCLUSION:

In conclusion, the study underscores the significant impact of effective communication, fair labor practices, and inclusive stakeholder engagement in fostering positive industrial relations at the specified organization in Baroda. The findings reveal both areas of consensus and divergence among Trade Union members, leaders, and management, highlighting the complexities of balancing employee rights with organizational objectives.

While stakeholders generally agree on the importance of collective bargaining and industrial harmony, differences persist regarding the effectiveness of dispute resolution mechanisms, transparency in decision-making, and responsiveness to worker concerns. The study emphasizes the need for more robust collective bargaining practices, the establishment of impartial dispute resolution processes, and greater adherence to legal frameworks such as the Baroda Industrial Relations Act, 1960. Additionally, fostering a culture of mutual respect, continuous feedback, and proactive policy reforms can address emerging challenges and enhance stakeholder relationships. By implementing these strategies, the organization can create a more collaborative, transparent, and productive industrial environment, contributing not only to organizational success but also to broader social equity and stability in industrial relations.

The study also brings out that leaders try to maintain a cordial relationship with workmen & management but they also expected that management should understand and completed the raised demands within time.

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