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Labor Management Relations

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I. INTRODUCTION

Measurement of labor management relations is a complex phenomenon since it involves the human element. Labor-management relations are the interacting relations between labor (employees) and management (employers). 'Management and labor' is the English term used in EC law to refer to organizations representing workers and employers. The equivalent term used in other language versions is 'social partners'. Based on expounding, the essence of labor-management relation confliction and cooperation. Relationship between employers and employees and their dealings with each other. In most industries, wages and conditions are determined by free collective bargaining between employers and trade unions. Some European and American countries have worker participation through profit-sharing and industrial democracy. Another solution is co-ownership, in which a

company is entirely owned by its employees. The aim of good industrial relations is to achieve a motivated, capable workforce that sees its work as creative and fulfilling. A breakdown in industrial relations can lead to an industrial dispute where one party takes industrial action. A 1947 federal law designed to protect employers, employees, and the public. It governs union activities and provides an arbitration mechanism for strikes that cause national emergencies.

Demand for experts in labor-management relations continues to grow as new legislation and court rulings continuously update standards for employment conditions. Acquire the practical skills and knowledge essential to constructive labor-management relations. Examine the most current regulations, and learn to prepare information for use during negotiations. There have been several attempts to make the study of human relations more scientific. Human behavior changes too much from one period to the next, to permit scientific, exact prediction. Human behavior can be studied only by other human observers, and these always distorts fundamentally the facts being observed, so that there can be no objective procedures for achieving the truth. Human behavior thus becomes the study of infinitely variable, unique and non-measurable situations, rather than the investigation of repetitive, simplify able and observable behaviors. Thus, physical sciences cannot serve as a model for social sciences. Several attempts have been made to measure the attitudinal framework of humans in a scientific manner. Concepts, premises and procedures have been re-examined so that measurement could be possible through empirical research and use of quantitative techniques.

II. LITERATURE REVIEW

The literature review is divided into three parts, each to cover an issue raised by there search questions. The purpose of the literature review is to discover what has been published about the issues.

In "Labor and Management Bridging the Gap," Daniel Law (1994) stated, "Since the beginning civilization, the relationship between those who direct the work and those who accomplish it has been fraught with conflict and resentment". As it relates specifically to the fire service, the purpose of the labor organizations has been to enhance the compensation, benefits and working conditions of the members through collective unity. Richard Earle writes, "Public sector management has traditionally dealt with organized labor unions with adversarial positions based on negotiations. This

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confrontational approach to problem solving filters throughout the organization and soon is viewed as a fact of life. This creates ineffective problem solving techniques, wasting valuable time and personnel resources, often without a viable solution to the original problem area being implemented". When disputes arise or policies are being implemented, labor organizations view the change as win-lose situation.

According to Christopher Reynolds (1994), traditional labor/management relations place emphasis on contract negotiations, grievance procedures, and discipline administration and impasse/arbitration procedures.

Relations between labor and management have been strained through the years. Most fire departments are semi-military organizations. The management practices that were sufficient 50 years ago do not work with today's work force. It is time that these practices change to reflect the current workforce (Piderman, 1995).

Maslow is best known for his concept of hierarchy of needs, which he used to explain employee motivation. He classified needs in ascending order of urgency (paul.D.Sweeney 2002)

- 1) Physiological needs
- 2) Safety needs
- 3) Social needs
- 4) Ego needs
- 5) Self-actualization needs

Collaboration greatly enhances an organization chances of success, historically collaboration applied to agencies, but it can be more effective among agencies, families and neighborhood. It creates lasting relationship and use resources effectively. Collaboration can range from informal partnership to formally planned relationship. In this case it always provides opportunities for building relationship. It can also be power full way to enhance the well-being of agencies, families and neighborhood (Massaki Imai (1986) Kaizen).

The purpose of our study is to find out the satisfaction of the labor towards it's employer or management regarding wage satisfaction, satisfaction with supervisory behavior and satisfaction with welfare items.

III. METHODOLOGY

It was a cross-sectional analytical study conducted from October 2010 to January 2011. A group of 200 people was take part in this study through predesigned questionnaire which was consist of four parts, one related to the demographic portion, 2nd related to managerial behavior, 3rd related to the wage satisfaction of the labor and 4th related to the satisfaction from welfare items. Convenience Sampling was used in our survey and 200 samples were selected from the population of the two organizations named Irfan Textile's Pvt. Ltd. And Sajjad Textile's 100

questionnaires were filled form Irfan Textiles and 100 from Sajjad Textile. There were two hypothesis were made which are as follow.

a) Hypothesis

H1. There is no association between wage satisfaction and Gender.

H2. There is no association between satisfaction with supervisory behavior and Gender.

H3. There is no association between satisfaction with welfare items and Gender.

IV. RESULTS

Out of 200 participants 51.3% of male agree and 48% of female are strongly agree with that the increase in the wages of the workers can improve worker's satisfaction. 43.7% of male and 35% of female are neutral about that their wages compared with other public sector plants and 51.3% male and 35% female are neutral about that their wages compare with those in similar private sector plants. 30% of male and female are disagree with that the same wage rate should be adopted for old and new employees. 51.3% of male and 40% of female are disagree with that the salary is fair for their responsibilities and on the same situation 40% of male and 35% of female are disagree with that their salary fulfills their expenses. 35% male and 36.1% female are neutral about their current wages. 51.3% of male respondent and 42.8% of female are strongly agree with that wages should be changed according to the time and 44% of male and 46.6% of female are strongly agree with that wages are the important element for raising employee performance. (Table 1)

Table 1 : Distribution of Wage Satisfaction and gender respondents:

Cases	Gender									
	Male					Female				
	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %
Do you think that increase in wages can improve worker's satisfaction?	2.5	3.8	16.1	51.3	26.3	5.0	6.0	20.0	21.0	48.0
Do your wages compare with other public sector plants in Pakistan	1.3	17.5	43.7	32.5	5.0	10.0	15.0	35.0	30.0	10.0
do your wages compare with those in similar private sector plants	3.8	16.3	51.3	23.6	5.0	10.0	25.0	35.0	20.0	10.0
Same wage rate should be adopted for old & new employees	16.3	30	29.8	15.1	8.8	20.0	30.0	20.0	18.9	11.1
Do your salary is fair for your responsibilities	16.3	51.3	23.8	6.1	2.5	15.0	40.0	29.1	9.6	6.3
do your salary fulfills your expenses	21.2	40.0	30.0	5.0	3.8	21.0	35.0	28.5	9.4	6.1
Are you satisfied with your present wages	13.8	19.2	35.0	22.5	9.5	16.8	24.4	36.1	17.9	4.8
Wage rate should be changed according to time	6.1	2.5	8.8	31.3	51.3	5.0	10.0	20.0	22.2	42.8
Wages are the most important element for raising employee performance	1.5	5.9	18.1	30.5	44.0	4.5	6.6	11.5	30.8	46.6

About the supervisory behavior the results are similar to the situation that mostly the labor in the organizations are neutral about the supervisory behavior like 30.2% male and 29.4% female labor are neutral about that their supervisor make them feel valued at work place. Similarly, 30.9% male and 29.8% female again neutral about that their supervisor gives them undesirable job assignments. 31.8% male and 29.6% females are neutral about that their supervisor gives them good technical suggestions. 40.2% male and 29.8% females are again neutral for that their supervisor makes their work difficult for them. 24.7% male and 29.8% female are neutral about that their supervisor shares with them considerable experience or training. 29.8% male and 28.4% female says neutral about that their supervisor provides them sound job related advices. 25.8% male and 27.7% female are disagreeing with that their supervisor gives them the feeling that they have responsibilities to fulfill. 26.2% of male and 25.6% of female are at neutral about supervisor makes fair and balanced decisions. 22.0% male and 25.6% of female are also neutral about that their supervisor can trusted. 20.9% male are agreeing and 23.0% females are at neutral about that their supervisors sets an example of how to do things the right way in terms of ethics. 23.3% male and 22.9% females are neutral about that their supervisor would be personally inclined to help them solve problems in their work. 25.8% male and 24.5%

females are disagreeing with that their working relationship with their supervisor is effective. 31.3% male and 40.0% female are neutral about that they had enough confidence in their supervisor that they would defend and justify their decisions if their supervisor were not present to do so. 29.1% male are disagreeing and 31.9% females are neutral about that their supervisors considers their suggestions for change. Then finally, 28.9% male are disagreeing and 29.9% females are neutral about that their supervisor gives a chance to speak their mind in group meetings or informally. (Table 2)

Table 2 : Distribution of Supervisory Behavior and Gender respondents:

Cases	Gender									
	Male					Female				
	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %
My supervisor can make me feel valued?	11.9	19.8	30.2	22.1	16.0	5	18.9	29.4	26.9	13.8
My supervisor gives me undesirable job assignments?	11.3	22.7	30.9	27.5	7.6	14.8	14.2	29.8	25.7	15.5
Supervisor gives me good technical suggestions?	15.9	26.0	31.8	17.5	8.8	15.4	19.8	29.6	20.1	15.1
My supervisor makes my work difficult for me?	6.3	19.9	40.2	22.9	10.7	15.0	21.6	29.8	21.9	11.7
My supervisor shares with me his/her considerable experience and/or training?	15.0	23.5	24.7	22.9	13.9	10.0	20.0	29.8	21.9	18.3
My supervisor provides me with sound job-related advice?	11.3	19.7	29.8	21.0	18.2	16.0	19.9	28.4	23.8	11.9
My supervisor gives me the feeling that I have responsibilities to fulfill?	14.9	25.8	25.2	21.1	13.0	19.2	27.7	23.9	19.8	9.4
My supervisor makes fair and balanced decisions?	12.2	24.1	26.2	23.9	13.6	13.0	22.2	25.1	21.1	18.6
My supervisor can be trusted?	19.2	21.9	22.0	21.8	15.1	17.6	19.8	25.6	21.9	15.1
My supervisor sets an example of how to do things the right way in terms of ethics?	18.2	21.1	20.2	20.9	19.6	19.0	22.9	23.0	20.8	14.3
My supervisor would be personally inclined to help me solve problems in my work?	12.5	19.8	23.3	21.7	22.7	15.0	18.8	22.9	22.4	20.9
My working relationship with my supervisor is effective?	19.7	25.8	22.5	18.8	13.2	11.9	20.1	24.5	24.0	19.5
I have enough confidence in my supervisor that I would defend and justify his/her decisions if he or she were not present to do so?	13.1	29.1	31.3	20.9	5.6	5.0	18.1	40.0	21.9	15
My supervisor considers my suggestions for change?	19.3	29.1	25.5	22.6	3.5	15.5	21.9	31.9	22.9	7.8
My supervisor gives a chance to speak your mind in group meetings or informally?	10.0	28.9	26.9	21.0	13.5	11.9	26.0	29.9	25.1	7.1

In the case of satisfaction with welfare items provided by the management to the workers the results are insignificant and directing to the dilemma of relations of management and labor. In the results, 29.9% male and 33.3% females are strongly disagreeing with the

statement that they are satisfied with the housing welfare facilities provided by the management. Similarly, 40.8% male and 33.9% female are neutral about that they are satisfied with the medical welfare facilities and 34.7% male and 30.0% females are disagreeing with that they

are satisfied with canteen welfare facilities provided by the management. 29.9% male and 25.9% females are neutral about the transport welfare facilities provided to them by their management. 47.9% male and 50.5% females are strongly agree with that the other facilities like low cost education for their children and on-job training are essential for workers. 44.1% male and 33.8% females are agreeing that after retirement benefits like pension funds, employee old age benefits had substantial impact on employee's productivity. 41.1% male and 41.9% females are neutral about that their company maintains benefits that compare well to other companies in hits area. Table (3)

are agreeing that after retirement benefits like pension funds, employee old age benefits had substantial impact on employee's productivity. 41.1% male and 41.9% females are neutral about that their company maintains benefits that compare well to other companies in hits area. Table (3)

Table 3 : Distribution of Satisfaction with welfare Items and gender respondents:

Cases	Gender									
	Male					Female				
	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %
are you satisfied with the housing welfare facilities provided by the management	29.9	25.1	22.0	12.9	10.1	33.3	23.4	20.0	16.5	6.8
are you satisfied with the medical welfare facilities provided by the management	18.8	23.6	40.8	11.9	4.9	15.1	21.7	33.9	19.0	10.7
are you satisfied with the canteen welfare facilities provided by the management	13.8	34.7	30.9	11.0	9.6	20.0	30.0	20.0	12.8	17.2
are you satisfied with the transport welfare facilities provided by the management	25.0	18.9	29.9	15.7	10.5	21.1	17.9	25.9	16.6	18.5
Other facilities can such as low cost education for children and on-job training are essential for workers	5.5	9.0	16.9	20.7	47.9	2.9	6.7	19.9	20.0	50.5
After-retirement benefits like pension funds, employee old age benefit have substantial impact on employee productivity	5.0	2.5	23.3	44.1	25.1	10.0	15.0	21.9	33.8	19.7
Your company maintains benefits that compare well to other companies in hits area.	2.5	13.8	41.1	25.0	17.6	10.0	10.0	41.9	22.9	15.2

V. STATISTICAL VALUES

In the cases regarding wage satisfaction of labor, in results there is no association. Which shows that male and female both respondents are on same side that they are unsatisfied to their employers in case of wages. The following table shows the statistical figures of cases/ questions related to the wage satisfaction. In which it's cleared that the results are no association because P-Value of all cases is greater than 0.05 (table 4).

<i>Table 4 :</i> There is no association between gender and wage satisfaction		
Cases	Chi-square value	P-value
Do you think that increase in wages can improve worker's satisfaction?	4.518	0.340
Do your wages compare with other public sector plants in Pakistan	1.170	0.760
do your wages compare with those in similar private sector plants	2.733	0.603
Same wage rate should be adopted for old & new employees	4.087	0.394
Do your salary is fair for your responsibilities	5.024	0.285

do your salary fulfills your expenses	2.543	0.637
Are you satisfied with your present wages	1.170	0.760
Wage rate should be changed according to time	2.733	0.603
Wages are the most important element for raising employee performance	4.087	0.394

Under the head of supervisory behavior, in results there is no association which means that the male respondents and female respondents both are unsatisfied or at neutral at the edge of supervisory behavior. The table 5 shows the chi-square and P-value of the cases in which the P-value is greater than 0.05.

Table 5 : There is no association between gender and supervisory behavior

Cases	Chi-square value	P-Value
My supervisor can make me feel valued?	5.024	0.285
My supervisor gives me undesirable job assignments?	1.173	0.603
Supervisor gives me good technical suggestions?	3.346	0.502
My supervisor makes my work difficult for me?	3.198	0.525
My supervisor shares with me his/her considerable experience and/or training?	0.290	0.962
My supervisor provides me with sound job-related advice?	7.180	0.127
My supervisor gives me the feeling that I have responsibilities to fulfill?	1.942	0.746
My supervisor makes fair and balanced decisions?	2.645	0.619
My supervisor can be trusted?	7.090	0.131
My supervisor sets an example of how to do things the right way in terms of ethics?	2.592	0.628
My supervisor would be personally inclined to help me solve problems in my work?	2.645	0.619
My working relationship with my supervisor is effective?	6.098	0.128
I have enough confidence in my supervisor that I would defend and justify his/her decisions if he or she were not present to do so?	1.049	0.902

My supervisor considers my suggestions for change?	1.387	0.846
My supervisor gives a chance to speak your mind in group meetings or informally?	3.378	0.497

In the case of welfare items, in results there is no association which are directing to the dilemma of unsatisfaction of labor force to the welfare items and male and female respondents both are on the same way of sharing information. The table 6 is showing the chi-square and P-value of the cases which are greater than 0.05.

Table 6 : There is no association between gender and welfare items

Cases	Chi-Square Value	P-Value
are you satisfied with the housing welfare facilities provided by the management	4.061	0.398
are you satisfied with the medical welfare facilities provided by the management	5.286	0.259
are you satisfied with the canteen welfare facilities provided by the management	3.843	0.428
are you satisfied with the transport welfare facilities provided by the management	4.996	0.288
Other facilities can such as low cost education for children and on-job training are essential for workers	6.003	0.199
After-retirement benefits like pension funds, employee old age benefit have substantial impact on employee productivity	2.543	0.637
Your company maintains benefits that compare well to other companies in this area.	2.861	0.581

VI. CONCLUSION AND RECOMMENDATIONS

According to the responses from the respondents of the both organizations it is cleared that the labor relation with their management is still weak. In this study we discover that the labor of the organization is unsatisfied with their management regarding wages for their work, the behavior of the supervisors at work place and the welfare items provided to the staff for their well being of them. In this dilemma of unsatisfied labor in the organization, caused the low efficiency in the productivity of the companies and the low efficient produced products tends towards the unsatisfaction of

the customers. So the three elements on which the whole study is consisted are the way to improve the work efficiency of labor and staff at work place and the efficient work produce a quality products for company's customer and then only company can earn above average profit. There are some ways to satisfy the labor and to make a strong relationship between labor and management.

Firstly, the management and the labor force should be the part of each like the labor is the part of management and the management should be the part of the labor. It's means that management should fulfill the needs of the labor force like increase in the wages, training and development program regarding behavioral aspects of both the labor and supervisors and every labor person should be awarded by incentives according to their performance on monthly basis if possible or on quarterly basis must be. If this way is going to be adopted by these two organizations then they don't need interfere of the government for the any steps.

At second, there is a need of government interfere to implement the law of labor appropriately. In Pakistan the mostly of the organizations are, just for their own benefits, skipping the rights of labor which tends towards labor unions. But the company in which the rights of labor force are fulfilled and they are getting the benefits right according to the labor law, is going to be succeeded because there is no labor union and working efficiency of the labor force is higher then the other companies.

Finally, the companies should focus on the labor law to improve the efficiency of the workers to get the high quality products and for this reason the companies should satisfy to their workers by an increase in the wages, to provide them welfare items full compensation and specially the supervisory behavior at workplace should be better because one word of an supervisor can make his sub-ordinates efficient or can dishoards. So the company should focus on behavioral trainings of the both the supervisor and the labor force because there is need of improvement of both side. When the labor and management became a part of both, definitely the companies will succeeded in his area of expertise.

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