

SOCIOLOGICAL ANALYSIS OF INDUSTRIAL RELATION AND WORKERS' SATISFACTION IN RURAL INDUSTRIES OF DISTRICT DIR LOWER, KPK-PAKISTAN

BY

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ABSTRACT

The current study aimed sociological analysis of factors influencing workers satisfaction in rural industries of District Lower Dir, KP-Pakistan. To obtain study objectives the data was collected from 279 industrial workers of Crush Plants, Marble and Furniture Industries. Data was collected through multistage stratified random sample techniques from the sampled respondents. The nature of the study was quantitative and cross sectional. Chi-square and Kendall's T^c tests were used to find association between independent statements and dependent variable. The association between independent statements i.e. relationship of co-workers and job satisfaction was ($P = 0.050$; $T^c = 0.136$), relationship of workers with company managers was ($P = 0.009$; $T^c = 0.123$), association of workers and labor union it was ($P = 0.000$; $T^c = 0.111$), there are too much bickering and fighting ($P = 0.571$, $T^c = 0.013$), association of relationship of workers with senior employee of the industry was ($P = 0.098$; $T^c = 0.092$), relationship with junior members of the industry, association was ($P = 0.061$; $T^c = 0.139$), my manager is unfair and show little interest in my work ($P = 0.004$; $T^c = 0.168$), my union protect me from unfair treatment of company administration, the association was ($P = 0.008$; $T^c = -112$) and the labor union provide safeguard to my right in company ($P = 0.008$; $T^c = -112$). As a whole the relation of the workers, with co-workers, senior, junior as well as manager and labor union were not well and cooperative in the industrial sector of the region. The government must ensure the national union policy of the country with due spirit. Further, workers' rights to form unions in light of ILO convention no 98 as well as 87 on the liberty of union and Collective bargaining.

Key Words; Industrial Relation, Job Satisfaction, Rural Industries, Pakistan

Introduction

Industrial Relation is considered the most important factor affecting workers satisfaction in industrial sectors. Industrial relation refers to the overall arena that happens due to indispensable association of labors and managements in the occupation development of contemporary organizational setup (Hirsig, 2014). It is the meaningful discussion among labors, owners as well as managerial staff to improve the quality and quantity of product for sustainable and reasonable production. Further, manufacturing associations comprehend the overall existing commandments,

instructions, directive, contracts, grants, duties, civilizations and strategic outline given by the policy makers and legislatives of the country. It comprises to analyze the surroundings of manufacturing sectors, typically the remunerations, sanctuary of workers, communal skirmish, social communications as well as permitted features existing conflict as per rules. (Ackers & Wilkinson, 2003). In broader sense I. R is the relation between the organization and state, employers and the relationship among working class with each other. Similarly Armstrong define industrial relation in term of association among workers and their union representatives in formal organization. It is the work dealing to regulate the actions, recompense of contribution and services to shelter, the basic structure, function and rights of workers within corporation. In a nutshell, I.R discuss the way of work dealing that happens among company and personnel in every day operating of institution (Edwards, 2003).

Literature Review

Industrial Relation is a vigorous and emerging idea. A complex and usual relation of serviceable, establish means of communication which are inter-dependent and compulsory for smooth running of organization (Tansel and Gazioglu 2013). These complications comprising different element and variables particularly the financial, governmental, social, psychosomatic and legal influences of variables. Industrial relations is the artefact of pecuniary, socio-physical and political arrangement ascending out of the employ in the manufacturing ground. The determination of industrial relations is expansion of strong labor administration, employee-employer relations and conservations of harmony in manufacturing sectors, evasion of manufacturing trouble, development and growth through the philosophy of workers satisfaction (Wann-Yih *et al.*, 2011). A number of theorist has anticipated that upright management-employee relationship is obligatory for organizational and recital consummation of any corporation and workers to feel secure and betrothed as well. Through improvement in industrial relations large scale manufacturing sectors will upsurge workers gratification as a result enhancement in production with decline in turnover ratio of the sector (Tansel and Gazioglu, 2013).

Research Methodology

Study Design

The “Cross-Sectional” and quantitative research design was followed for the current researcher study.

Universe of the Study

The study was carried out in specified industries (Crush plants, Marbles and Furniture industries) of District Dir. Lower.

Sampling Procedure and Sample Size

To find the exact numbers of industries and their work force in the region, a pilot study was carried out through the help of PESCO staffs’ under different PESCO sub divisions. Due to greater numbers of workforce with diverse nature the three major industrial sectors (Crush plants, Marbal and Furniture Industries) under the jurisdiction of PESCO sub division Chakdara, Timergara and Samarbagh were selected for data collection. The mandatory sample size for 932 industrial workers (Target Population) was carry out as 279 (Sekaran, 2003), which were further proportionally allocated to each industries in the study population through Bowley formula (Bowley, 1926). Further, the multistage stratified random sampling technique was used for selection of sample and data collection from the sampled respondents in the study population.

$$n_h = (N_h / N) * n \dots\dots\dots(\text{Equation-----A})$$

Where n_h is for sample size from each Sub Division, h , N_h is the total number of workers under each Sub Division, h , N is the total number of workers, and n denotes the total sample size.

Table-I Sample size for each industries operating under three different PESCO sub divisions and their proportional allocation, in District Dir Lower, KPK

PESCOSub Divisions	Number of Work Force Employed in Industries (Population Size)	Sample Size From Each Stratum			
		Crush Plants	Marble Industries	Furniture Industries	Total
S/Division Chakdara	344	36	33	34	103
S/Division Samar Bagh	252	27	22	27	76
S/Division Timergara	336	38	38	24	100
Total	932	101	93	85	279

Field Survey; 2022

Measurement of Variables

Measuring of industrial relations was based on Intake Choi scale (2018), which was adopted with a slight modification based on the variable's requirements. In the current study an eight-item scale has followed comprising the relationship of co-workers, their supervisor, and labor unions as well. A constructive reply on four or more items was considered important for worker satisfaction.

Data Analysis

After completion of the collection of information, the data was coded and systematically entered into SPSS (25 versions). The reliability of the data was measured necessary for multiple tests and analyses of the data. The data were indexed and further proceeded for Uni variate and Bivariate analysis. The chi-square and Kendal Tao c tests were applied to find an association among the variables of the study.

Uni-Variate Analysis

The collected data explored that 110(39.4%) of respondents confirmed bickering and fighting among co-workers at their workplace. While 38(13.6%) did not responded to the statement and remained neutral. Whereas, near half of the respondents (131) constituting 47% replied with disagree to the statement. This show that almost in study population there are no bickering and fighting and the workers and they perform their duties in a friendly environment. In this regard Qi & Liu (2017), are of the view that there are always chances of mischief and bad conduct among co-workers in any organization. The workers usually fights when they confronting each other in day to day work environment. However, this fighting varies from person to person and industry to industry. In modern economic base manufacturing sector the work environment are usually friendly, depending upon the socio-culture setting and individual characteristics of the labors. (Cusack, 2009). The mentioned literature has been proved by field data, and showed very little ratio of fighting among co-workers. In either way, most of the rural industrial workers are known to each other, belong to same community and more specially they link in same socio-culture and ethnic bonds, leading there by to smooth work environment of industries in study area.

The result further revealed that 110(41.9%) out of 279 sampled workers were well connected to their co-workers. They openly share their total life with each other and help one another in their services. In addition a very slight numbers of respondents 28 that is 10%, remained impartial regarding their relation with their co-workers while near half of the respondents 141(50.5) out of 279 disclosed as disagree with the statement. The result of the majority of the respondents indicate a very underprivileged associations among workers in rural manufacturing sector. Further, there are no cooperation and mutual understanding among workers of the same company. Moreover, no happy joke with each other and everyone focuses on personal performance, work and achievements. This data is in link with the work

of Ackers & Wilkinson (2003). They are of the view that though industrial relation has been changed since after industrialization throughout the world. The relationship of labors with factory administration and co-serviceman has shifted from competitive to cooperative one. However, in developing nation, and especially where economy is in transition from agrarian to industrial this relation is still weak and based on mutual humiliation among workers. In such countries workers have no unity, consequently they face exploitation and other social, moral and economic loss within organization (Bacon, 2003).

The sampled information further disclosed that 100(35.8%) of workers expressed their senior encourage for best efforts in the industry. While 44(15.8%) did not answer to this statement and thus remained impartial. Beside, a major portion of the study population 135(48.4%) out of 279, countered with disagree to statement that senior provides courage for their efforts in the industry. The outcomes information signposts that senior members of the factory usually do not extends their efforts and sweats for juniors workers to accomplish the organizational goals in rural manufacturing communities. The tabulated results is contradictory to the work of (Kaufman, 2004) and (Kaufman, 2007). The term of industrial relations has been altered to employment or co-workers relationship; in both academic and practical in western context. Further, this relationship based on the overall internal affairs of co-service man particularly with senior members of the company. In this sense senior play a pivotal role to socialize their junior, train and provide assistant in achieving the company goals. Similarly another statement was formulated to sociologically analyze the worker's satisfaction from industrial relation, particularly their relationships with juniors. In this regard 94(33.7) out of total respondents answered approve to the statement. In addition, 53 that is 19% did not answered to the statement, whereas near half of the respondent (132) 47.3% out of 279 replied with disagree to the statement. The research study show that likewise employment relationship and role of seniors, the ethic of industrial relations also stress junior to be patient and behave apparently with senior team members (Kessler & Purcell, 2003). Besides, respecting seniors with good attitude and learning skill from them is a critical part of industrial ethic. Further, obeying there instruction and being a facilitator at work is an important part of this newly work relation code of conduct (Colling & Terry, 2010). However, due to certain reasons like illiteracy, informal industrial structure as well as readily availability of cheap labors there is no such practices of respect and dignity. The junior do not value each other and their senior colleagues at their workplace environment.

The data further disclosed that 99(35.5%) out of 279 respondents proved their relationship with supervisor and manager is unfair and show little interest in their feeling. In addition, 43(15.4%) remained as neutral. Similarly, near half 137 that is 49.1% replied as disagree to the statement. The intended information reveal that the relationship of workers with manager is almost fair in rural industries of the study population. The company manager traditionally exercise their efforts and show interest in feeling of the workers. They take care of their employee and their workforce openly share their problem with company manager. Another important stake of work relationship is; the relationship of employee with their managers or company human resources manager. The fair relationship of company manager is an intellectual relationship and can pivotally leads to the development of overall organization. The research study of Edwards, (2003, 2005); Bacon, (2003), arguments that modern HRM disciplines has totally shaped the traditional employee's manager relation to modern one; based on self-respect, dignity of labor. They consider their labor capital as assert of the industries utilizes all work force with equity for better development of the sector.

The data further revealed that 100, 35.8% out of total 279, respondents agreed to statement that their company manger provides assessment they needed to accomplish a task. Whereas 47(16.8) number of respondents did not answered the same question. Conversely, majority of the respondent 132 that is 47.3% of sampled workers were disagree to manager assessment as per need of the work. The research of Davis (1997) and Colling (2010), recognize manger assistants necessary for meeting the desired results of the manufacturing sector. The employers or manger usually provides charge the workers for work related issues like to facilitate with advance tools, training, counseling, on time investment etc. Further, to uphold a positive work milieu the workers complaints and grievances must essential resolve on urgencies basis. Besides, conflict management, arbitration, meeting, settlement and other administration is the basic responsibilities of manger and HR to ease the work and enhance the production of the company (Davis, 1997). However, the field data find rare practices of modern HRM in rural manufacturing sector, particularly in the study area. Only in special cases the mangers facilitates their work strength for theirs needs. As rural manufacturing sectors are usually runs through informal labor law and self-explained procedures. Besides, the income of these company are usually very low. The owners runs the factory on their own cost and capacity. Therefore the owners and managers mostly ignore and neglect the needs of the workers and factory as well.

Another statement “my labor union provides safeguard to labor right in the company” was formulated. According to the collected data, 71(25.4%) out of total sampled population confirmed that their union provides safeguard to their right in industry. Whereas a major portion of sampled population 74 that is 26.5% did not replied to the question. This show that some companies either did not have a labor union or these workers did not have accesses to their union. Further, in majority of industries the workers were usually unable to understand union, their existence and important for their rights. In addition, near about half of the respondents 134(48%) showed disagree to the statement and were finds least satisfied from the role of existing labor union. This confirm that in majority of industries the labor union does not exist or its performance is quite weak and cannot provides safeguard to labor right in the study area. All these results are contradictory with literature work of Ebbinghaus & Visser (2000). According to their study, the traditional industrial and labor market has been changed from conceptual to intellectual field, especially the human relationship with development of organized labor unions. In developed nations these labor union has provided safeguard to worker’s socio-economic, political and other basic right at their workplace. However, in developing countries like Pakistan, and especially in rural manufacturing sectors, such labor unions does not exist to regulate labors rights and thus the factory rubs workers in context of working hours, work condition, wages, health and safety within informal industrial sector in the region (Freeman 2010; Pencavel 1996). Another statement of industrial relation was that my union protect me from unfair treatment of company administration. Where 62(22.2%) out of total sampled respondents showed agree to the statement. While 86(30.8%) were remain impartial. Similarly 131(47%) of respondents counted for disagree with the statement. This result again confirm that labor union does not exist really in rural industries contrary to the literature review of others. According to Rios–Avia (2014), labor union has dual role; to protect the workers from outdoor exploitation as well as to defend labor’s right within organization; high-ups and administration. Likewise a systematic protection from all sort of foreign and domestic exploitations of workers, the labor union in developed nations protect labor’s rights within corporation in a polite and democratic way. Further, they do not make any compromise on labor’s rights with HR or concern authorities. Whereas in developing countries it is usually contended that a number of industries runs without labor’s union and if somewhere exist; they poorly demonstrating and depending theirs members (Pencavel, 1996).

Table 2: Frequency distribution and Proportion of Industrial Relation

Statement	Response			Total
	Agree	Neutral	Disagree	
There is too much bickering and fighting at my work place among co-workers	110 (39.4)	38 (13.6)	131 (47)	279 (100)
I feel well connected to my co-workers.	110 (39.4)	28 (10)	141 (50.5)	279 (100)
My senior encourage me to give my best effort?	100 (35.8)	44 (15.8)	135 (48.4)	279 (100)
My relationship with junior is based on dignity and respect	94 (33.7)	53 (19)	132 (47.3)	279 (100)
My manager is unfair and show little interest in my feeling	99 (35.5)	43 (15.4)	137 (49.1)	279 (100)
My company management provide assistant I need to accomplish my task	100 (35.8)	47 (16.8)	132 (47.3)	279 (100)
The labor union provide safeguard to my right in company	71 (25.4)	74 (26.5)	134 (48)	279 (100)
My union protect me from unfair treatment of company administration	67 (24)	78 (28)	134 (48)	279 (100)

Field Survey 2022. Percentages are given in parentheses

Bi-Variate Analysis

Regarding statements on industrial relation, like I fell well connected to my coworkers was find significant and positively ($P=0.050$; $T^c = 0.136$) associated with job satisfaction of the workers, and the statement my manager is unfair and show little interest in my feeling, also significant and positively associated ($P= 0.004$; $T^c = 0.168$) with dependent variable of the study (job satisfaction). Similarly, the statement my company management provides assistants I need to accomplish my task is significant and positive in direction ($P = 0.009$; $T^c = 0.123$). Results are strongly related to the research works of (Abou Hashish, 2017), (Wann-Yih & Haik, 2011). (Albashayreh *et al.*, 2019), (Hunjra *et al.*, 2010) and (Tepper, 2000), Brenda *et al.*, 2006). Further, Tansel & Gazioglu, (2013), are of the view that green management and well established relation with coworkers are obligatory for the individual contentment and organization goal achievements as well. The advance and improve organizational relationship will enhance company production, efficiency as well as reduce employee turnover ratio in the market (Başaran, 1999; Soysal & Tan, 2013).

Table further indicate a highly significant and positive association ($P = 0.000$; $T^c = 0.111$) between the statement that the labor union provide safeguard to my right in company. Similarly the statement my union protect me from unfair treatment of company administration also show highly significant and positive association ($P = 0.001$; $T^c = 0.177$) with worker's satisfaction. The result of the tabulated data strongly support the research works of Fryxell, *et al* (1989), Serrano (2009), Kesar Singh (1995) and Lester (2003). According to them, alongside other intrinsic and extrinsic factor, collective bargaining and labor union has a pivotal role for safeguarding the workers for their socio-personal and economic well-being. Consequently, leading to workers satisfaction and enhance performance, personal and organizational goal achievement.

A non-significant association were noted between the statement that fighting exist among co-workers ($P = 0.571$; $T^c = 0.013$), relationship with senior workers ($P = 0.098$; $T^c = 0.092$) and relationship with junior workers was also non-significantly associated ($P = 0.061$; $T^c = 0.139$) with job satisfaction of the workers in sampled population. All these finding did not match the study of Gopinath, (2016), Nibedita & Jaya Krushna (2013) and Rezaul (2006). These studies reveals that industrial relation is the determination of durable association of workers with company administration, senior and junior colleagues and conservations of harmony in manufacturing sectors, evasion of manufacturing trouble, development and growth through the philosophy of workers satisfaction. Further, the senior members are considered as valued assert of the company, usually socializing their junior in industrial services and openly sharing their experience for unleashing the expertise of their junior workers. However, in modern economic basic enterprisers the relationship among co-workers usually based on conflict and competition to monopolize the work and raise their personal carrier then other employee of organization.

Table 3: Association between industrial relation and job satisfaction of the workers

S.NO	Statements	Job Satisfaction			Total	Statistics χ^2 , (P-Value) & T^c
		Highly Satisfied	Moderate satisfied	Least Satisfied		
1	There is too much bickering and fighting at my work place among co-workers					
	Agree	17 (6.1%)	41 (14.7%)	52 (18.6%)	110(39.4%)	$\chi^2= 2.924$ ($P=0.571$) $T^c= 0.013$
	Neutral	6 (2.2%)	9 (3.2%)	23 (8.2%)	38(13.6%)	
	Disagree	18 (6.5%)	49 (17.6%)	64 (22.9%)	131(47%)	
2	I feel well connected to my co-workers					
	Agree	23 (8.2%)	42 (15.1%)	45 (16.1%)	110(39.4%)	$\chi^2=9.504$ ($P=0.050$) $T^c= 0.136$
	Neutral	5 (1.8%)	8 (2.9%)	15 (5.4%)	28(10%)	
	Disagree	13 (4.7%)	49 (17.6%)	79 (28.3%)	141(50.5%)	
3	My senior encourage me to give my best effort					
	Agree	17 (6.1%)	38 (13.6%)	45 (16.1%)	100(35.8%)	$\chi^2= 7.825$ ($P=0.098$)
	Neutral	11 (3.9%)	13 (4.7%)	20 (7.2%)	44(15.8%)	

	Disagree	13 (4.7%)	48 (17.2%)	74 (26.5%)	135(48.4%)	$T^c = 0.092$
4	My relationship with junior is based on dignity and respect					
	Agree	19 (6.8%)	37 (13.3%)	38 (13.6%)	94(33.7%)	$\chi^2 = 9.010$ ($P = 0.061$) $T^c = 0.139$
	Neutral	10 (3.6%)	17 (6.1%)	26 (9.3%)	53(19.0%)	
	Disagree	12 (4.3%)	45 (16.1%)	75 (26.9%)	132(47.3%)	
5	My manager is unfair and show little interest in my feeling					
	Agree	20 (7.2%)	45 (16.1%)	34 (12.2%)	99(35.5%)	$\chi^2 = 15.163$ ($P = 0.004$) $T^c = 0.168$
	Neutral	4 (1.4%)	14 (5%)	25 (9%)	43(15.4%)	
	Disagree	17 (6.1%)	40 (14.3%)	80 (28.7%)	137(49.1%)	
6	My company management provide assistant I need to accomplish my task					
	Agree	25 (9%)	33 (11.8%)	42 (15.1%)	100(35.8%)	$\chi^2 = 13.480$ ($P = 0.009$) $T^c = 0.123$
	Neutral	4 (1.4%)	17 (6.1%)	26 (9.3%)	47(16.8)	
	Disagree	12 (4.3%)	49 (17.6%)	71 (25.4%)	132(47.3)	
7	The labor union provide safeguard to my right in company					
	Agree	9 (3.2%)	24 (8.6%)	38 (13.6%)	71(25.4%)	$\chi^2 = 28.351$ ($P = 0.000$) $T^c = 0.111$
	Neutral	23 (8.2%)	29 (10.4%)	22 (7.9%)	74(26.5%)	
	Disagree	9 (3.2%)	46 (16.5%)	79 (28.3%)	134(48%)	
8	My union protect me from unfair treatment of company administration					
	Agree	14 (5%)	25 (9%)	28 (10%)	67(24%)	$\chi^2 = 13.747$ ($P = 0.008$) $T^c = -112$
	Neutral	19 (6.8%)	28 (10%)	31 (11.1%)	78(28%)	
	Disagree	8 (2.9%)	46 (16.5%)	80 (28.7%)	134(48%)	

Field Survey 2022. Percentages are given in parentheses

Conclusion

It is thus concluded that the ratio of bickering and fighting is relatively high than cooperative work environment in rural industries of community. Majority of workforce do not support each other and not well connected in their industrial culture. Besides, neither the senior encourage their junior nor junior respect their elder members in workplace. The labor union usually does not exist in real form and their representation is very poor and negligible, leading thereby to least workers satisfaction and industrial growth in the region.

Recommendation

In the context of industrial relations, the workers of the study area should associate themselves well and connect too with each other, their managers, and the labor union as well. They must reorganize their labor union and fully function for their right in the region. In this regard, the government must ensure the national union policy of the country with due spirit. Further, workers' rights to form unions in light of ILO convention no 98 as well as 87 on the liberty of union and Collective bargaining.

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