

Industrial Relations and its Impact on Development of Organization: A Study of SME

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Abstract

Purpose

Purpose of the study is to identify the relationship between industrial relations and organizational development. Study has focused on the overall development of the industry. This development aspect has aligned with industrial relationship and organizational development.

Design / Methodology / Opportunity

Data collections have done with the different respondents like employee, trade union leaders, human resource managers etc. Data collected from the SME of automobile industries. Questionnaire designed are aim to identify the relationship with industrial relations and organizational development.

Findings

Inter relationship of organizational development and industrial relations related factors and its contribution for the development of organization and employees has identifies.

Research Limitations

The data collected from 16 nos of SME located in Pimpri Chinchwad area are covered.

Practical Implications

Organization has to design the policies for the development of industrial relations which will ultimately effect on the development of the industries.

Originality / Value

The study has uniquely conducted with different attributes of industrial relations and develops the inter linkage between them.

Keywords:

Industrial Relations, Organizational Development, SME, Trade Union, Trade Union Leaders, State and Central Government, Statutory bodies, Monetary and Non-Monetary Policies.

Introduction

Industrial relation is utmost important for the development of industry. It majorly focuses on the employer and employee relationship. In a business employer has to manage different challenging situational problems. They have to overcome those problems for the long term success of the organization. One of the challenging aspects is employer employee relationship. As the business situations are changing over a period of time, it is expected that there should be healthy employer and employee relationship. They face these problems with the help of each other. It is the interest of both parties to do the hand holding in good as well as worse situations. It is very hard for the industries to grow without the cordial relationship of both of them.

Industrial relations are all about the relationship between employer, employee, employer associations, trade unions, government authorities and different statutory bodies. They all are the integral part of the industrial relations. The relationship between employer and employee is comes

in the way of production output delivered by employee and the remuneration payable to them by employer with respect to monetary and non-monetary way. The relationship is all about at workplace relationship and social relationship. Organization is providing the social security to their employees by various schemes. There are conflict occurs between management and employee which they are trying settle down by internal dispute resolution mechanism. Unfortunately if it does not resolve then it will refer to the statutory government bodies. During this conflict environment the strike and lockout are occurs which had an adverse impact on organization. It has direct impact on employee and employer relationship. It obviously affects the overall growth of the organization. Neither the trade union is responsible for the strike nor is the management responsible for lockout. It happens due to the situations of the business and industrial relations. Business also facing the continuous challenges like desired profitability, loss of sale, competitions, inventory management, workforce management, skill shortages etc. They have to overcome those problems by having better industrial relations.

Literature Review and Challenges

It has focus on manufacturing process and productivity. The different problems are like improper utilization of human resources, productivity lower as compared with the standard, the process takes more time which effect on increasing lead time. It has negative impact on company overall productivity. The scope is to manage human resource for better and improved productivity (Jayachitra & Parthasarathy, 2020). The analysis is covering the labour turnover in a century. It furthers identified the different reasons, which has direct connect to employer and employee. The trends are arises over a period of time and its impact on employee at larger extent. Study focuses on employee's approach during the changing scenario time (Bolt et al., 2022). The industries are developed technologically. The transitions of industry 4.0 are covered for study. The problems and opportunities industry and employee are facing during that period. The challenges to support system and the implementation of different critical factors are holding the success key. The changes face during this process specifically covering the human resource point of view (Onyeme & Liyanage, 2021). The term "Employment Relationship" is the new broader term to be used instead of "industrial Relations". It covers the broader aspect of "Non Industrial" employment relationship. Government has applied different labour laws to form the healthy relationship between management and employee. It is not specific to any particular industry but across all industries which has direct connect to economy. The areas covers are political factors, collective bargaining, rights during strike, association of employee unions and other areas (Bhagalpurkar, 2021).

The practices and regulation are in the global production with respect to trade union, different industry sectors and state government. The utmost important factor is labour compliances. Advantages and disadvantages on the complex global production system. It promoted the fair model which is suitable for competitiveness (Arnold & Shih, 2010). Role of top management are in the quick business environment by considering the team management, technology management and industry factors. The Implication of various practices can be adopted and scope of further research over it. The valuable insights will provide the standard for setting benchmark. This will definitely sustain in the organization (Gren et al., 2017). The small and medium size industries are considered for study. The study revolves around the innovation management in those industries. It has emphasis on the innovation model which provides the support to the new product development. This process is promotes the participation of employee and management as a team. The applications of it will definitely benefits to employee and organization (Wait et al., 2008). An industry scenario of Indian industry is focus on the cultural aspect at work place. It has the negative

impact on competition and work. The organization culture represents the behaviour of employee. It represents the perception about organization culture. This perception develops due to attitude, beliefs and values. The aim of the study is to identify the areas for gaining advantage in competition. The role of management and trade union are forming and developing the culture over a period time (Nanda & Nanda, 2011)

The various hurdles for SME are like poor finance, limited accessibility to market, quality of human resource, out dated technology use, lack of latest business information etc. The study assesses the factors which has direct impact on growth of organization. The major problem identifies is finance. It recommends for providing financial assistance to industry through a proper system. The applicable rate of interest should be reduced. Exemption from taxes or concession in taxes by simplified regulations ("A Review of Factors Affecting the Growth of Small and Medium Enterprises (SMEs) in Tanzania," 2019). The implementation of Industrial dispute act, 1947 is promotes better industrial relationship. It provisions promotes to resolution of disputes. It occurs due to various reasons. They are government role, business community, trade unions, standard set for employee for day to day work and social development. It has emphasis on political factor, which has adverse impact on collective bargaining and implementation of various legal provisions (Dr. Gosavi & Matoshri, 2017). Study is revolved around the Gross National Happiness i.e. GNP. It challenge the concept of Gross Domestic Product i.e. GDP. It considers the social wellbeing and psychology of employee. They need to maintain the balance between economic growth of the industry and subsequent social development. It further focuses on social and economic development and administration through politics. The country is not much elaborate about the industrial relations (BISWAS & CHAKRABORTY, 2020). Organization adopted several strategies during the financial crisis. These strategies are like lay off, transfer of employee and encourage unpaid leave. Study is focus to identify the relationship between work exhaust, work pressure, job satisfaction, employee health and benefit to organization. These are the major challenges to human resource manager. It tries to identify the relationship between them and how it can be useful for employee and organization (Huang & Wang, 2019).

Employment relationship is the combination of industrial relations and human resource management. The strategy formulation will inculcate the positive attitude and develops better relationship amongst the employee working at various levels. The main aim is to develop the effective workforce to handle the global challenges in employee relations. It examines the human resource development initiative and its impact on employee relation system. It encourages the employee's involvement in suggestion scheme and control the unauthorized absenteeism (Radhakrishna & Satya Raju, 2015). Study come out with interesting area of work safety. The rate of accident is uneven in different country. The identification of relation risk (RR) of accident and based on it the comparative study conducted. The GDP of the country is increasing but simultaneously the relative risk of accident is also increased. There are uneven sizable growths in relative risk. It has adverse impact on implementation of industry 4.0 standards (Nowacki, 2021).

It focuses on the industrial relations. The different parties are playing role in industrial relations and their contributions. It has overall effect on the organization and further scope for improvement of industrial relations. This study can be considered as guidelines human resource department as well as experts working in industrial relation domains. It has recommended the study in other sectors like telecommunication, construction and agriculture (Mustapha Olanrewaju & Ismaila, 2020). it develops the framework between customers and suppliers in manufacturing industries to share their values. The service perspective is considered for the entire business. It tries to match the customer expectations and supplier practices. The alignment considers the processes and competencies for development of business. Practical implication is creating the values for the organization. Proper utilization of human resource gains the advantage for both of them (Grönroos

& Helle, 2010). Industrial relation is growing as one of the important part for growth of the industry. The workplace mediation on regular basis to an employee is requiring for improvement of performance. It reduces conflict at work place and provides the conducive environment for work. The application of related practices and theories will definitely improve the work place relations (Kraus, 2017). Study reveals on SME for their global contribution in automobile sector. The different areas are consider for the study for factors like supply chain management (SCM), financial management (FM) and quality management (QM). Organization cultures are studies under these parameters. The productivity is also study and its impact on SME. The existence of these factors and its impact on organization development are focused (Leenutaphong et al., 2021). Government has taken the initiative for the growth of steel industry. The relationship between management and employees are studies in the Tata Steel. Workers participation in management is initiated by the company. The approach and role of labour and management are studied. This is treated as iconic landmark in industry. Company is having legacy of hundred years of trust with management and labour. Relationships are cordial between them and they strive for the success of the organization. It enables to apply the modern latest philosophy in the organization (-, 2022). The role of information technology (IT) and industrial infrastructure to smart manufacturing are covers. In the smart manufacturing process the resolution of current problems. It also can predict the future problems and probable remedies. It compares the two approaches i.e. human approach and machine approach. The human approach is discussed with the information retrieve ability. The scope of human resource is put under scanner and compare with the modern technology (Jwo et al., 2021).

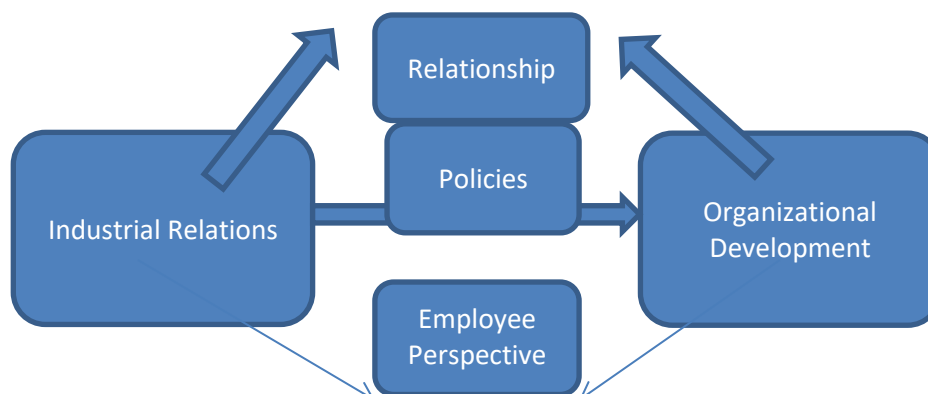
Purpose

The purpose of the study to identify the policies related with employee and organization and its applicability and its impact on both.

Need of Study

Study need to be conducted to maintain the balance of employee expectation and employer policies and its scope.

Conceptual Model



Objectives

1. To study the policies of industrial relations for organization development
2. To identifies the scope of organizational development from employee perspective
3. To identify the relationship of industrial relations and organizational development.

Hypothesis

Hypothesis 1

Ho : Industrial relations policies has no significant impact on organizational development

H1 : Industrial relation policies has significant impact on organizational development

Hypothesis 2

Ho : Industrial relation policies has no significance impact on organizational growth

H1 : Industrial relation policies has significant impact on organizational growth

Research Methodology

Research Design

Type of Study:

This is an exploratory type of study conducted with SME related with automobile industries.

Nature of Study:

It is quantitative study focusing on employees and employer response system

Type of Questionnaire:

Structured questionnaire is used for the study. The likert type 5 scale questionnaires is used for study

Type of Questions:

The questions are directly link with the various common reasons affecting on organizational development and industrial relations.

Time dimension:

This is a cross sectional study by considering the questionnaire.

Type of analysis:

The IBM SPSS 5.0 version is use for data analysis. The various methods are used for data analysis.

Sources of Information

Primary data collected from direct response of respondents i.e. employee, human resource managers and officers, trade union leaders and consultants.

Plan for Primary Data Collection

Research Technique:

Survey method is use for collection of data through structure questionnaire

Contact Method:

Data has been collected by personal interview, using e mail survey and telephonic

Research Instrument:

The different factors are affecting on industrial relations and organizational development are used as research instrument

Sample Design

Population:

Data collected from Pimpri Chinchwad region in Pune, Maharashtra, India vicinity. There are 5000+ SME related with auto ancillary industries are considered as population for study.

Sample Element:

SME of automobile industries are selected as sample element.

Sample Size:

There are total 16 nos. of SME related with automobile industries are selected for study.

Sample Frame:

The sample frame consists of employees from permanent and contractual categories, Officer Level, Supervisory Level, Human resource Managers, consultants and other managerial levels.

Sample extent:

The sample extent covers the geographical areas of Pimpri Chinchwad Municipality Corporation, MIDC (Maharashtra Industrial Development Corporation) located in Pune, Maharashtra, India.

Sampling procedure:

Simple random sample technique use for sample procedure

Sample size determination technique

Sample size of 160 employees are consider for the study

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.842	16

Reliability test showing the acceptable value of cronbach alfa value is 0.842. It shows a very strong reliability of data.

Missing Value Analysis

Univariate Statistics

	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
TECINT	159	3.26	1.455	1	.6	0	0
TECAD	159	2.74	1.425	1	.6	0	0
SKIMP	157	3.16	1.389	3	1.9	0	0
CONRE	160	2.41	1.286	0	.0	0	22
ORGSTP	158	2.55	1.348	2	1.3	0	26
CAPUTZ	160	3.18	1.391	0	.0	0	0
WORPLA	160	2.46	1.298	0	.0	0	23
IMPJBS	159	3.19	1.469	1	.6	0	0
EMPCOM	159	2.52	1.262	1	.6	0	21
EMPCMU	160	2.51	1.264	0	.0	0	23
INCENT	158	3.23	1.528	2	1.3	0	0
OPPGRW	159	2.64	1.380	1	.6	0	0
EMPPAR	159	2.53	1.409	1	.6	0	0
EMPJDS	159	2.57	1.412	1	.6	0	0

STRTAS	160	3.33	1.452	0	.0	0	0
LABGRV	157	2.69	1.435	3	1.9	0	0

a. Number of cases outside the range (Q1 - 1.5*IQR, Q3 + 1.5*IQR).

The missing value analysis shows the minimum 0% to maximum 1.9% values ranging from 1 to 3. This is very less percentage of data. The five different variables show no missing values. It may not have an adverse impact on the overall data. The standard deviations across all variables are ranging from 1.298 to 1.528. Mean also ranging from 2.41 to 3.33.

Correlations

		Technology introduction	Technology adoption	Skilled manpower
Technology introduction	Pearson Correlation	1	.180*	.312**
	Sig. (2-tailed)		.023	.000
	N	159	158	156
Technology adoption	Pearson Correlation	.180*	1	.223**
	Sig. (2-tailed)	.023		.005
	N	158	159	156
Skilled manpower	Pearson Correlation	.312**	.223**	1
	Sig. (2-tailed)	.000	.005	
	N	156	156	157

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

It focuses on identifying the correlation with technology aspect with skilled manpower.

Technology introduction has correlation value of 0.180 with technology adaptation and 0.312 with skilled manpower. Both are showing the significant positive correlation with technology introduction. Management has to look forward while technology introduction applicability as it has direct correlation with technology adaptation and skilled manpower.

Technology adaptation has correlation value of 0.180 with technology introduction and 0.223 with skilled manpower. Both are showing the significant positive correlation with technology adaptation. Management has to look forward while technology adaptation as it has direct correlation with technology introduction and skilled manpower.

Skilled manpower has correlation value of 0.312 with technology introduction and 0.223 with technology adaptation. Both are showing the significant positive correlation with skilled manpower. Management has to look forward while skilled manpower as it has direct correlation with technology introduction and technology adaptation.

Correlations

		Conflict Resolution Process	Organization Takes Steps to Resolve Dispute
Conflict Resolution Process	Pearson Correlation	1	.239**
	Sig. (2-tailed)		.003
	N	160	158

Organization Takes	Pearson Correlation	.239**	1
Steps to Resolve Dispute	Sig. (2-tailed)	.003	
	N	158	158

** . Correlation is significant at the 0.01 level (2-tailed).

It focuses on the relationship between conflict resolution process and the steps taken by organization to resolve disputes.

Conflict resolution process has correlation value of 0.239 with organization taken steps to resolve disputes. Both are showing the significant positive correlation with each other. Management has to look forward while developing and implementing the conflict resolution process and the related steps taken by the organization to resolve disputes.

Correlations

		Proper utilization of capacity	Work planning	Improper job task
Proper utilization of capacity	Pearson Correlation	1	.208**	.382**
	Sig. (2-tailed)		.008	.000
	N	160	160	159
Work planning	Pearson Correlation	.208**	1	.228**
	Sig. (2-tailed)	.008		.004
	N	160	160	159
Improper job task	Pearson Correlation	.382**	.228**	1
	Sig. (2-tailed)	.000	.004	
	N	159	159	159

** . Correlation is significant at the 0.01 level (2-tailed).

It focuses on the relationship between capacity utilization, work planning and job tasks.

Proper utilization of capacity has positive correlation value of 0.208 with work planning and 0.382 with improper job tasks. All are showing the significant positive correlation with each other. Management has to look forward while developing capacity utilization with work planning and job tasks.

Work planning has positive correlation value of 0.208 with proper utilization of capacity and 0.228 with improper job tasks. All are showing the significant positive correlation with each other. Management has to look forward while developing work planning with proper utilization of capacity and improper job tasks.

An improper job task has positive correlation value of 0.382 with proper utilization of capacity and 0.228 with work planning. All are showing the significant positive correlation with each other. Management has to look forward while developing job tasks with proper utilization of capacity and work planning.

Correlations

	Employee Commitment	Employee Communication
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Employee Commitment	Pearson Correlation	1	.270**
	Sig. (2-tailed)		.001
	N	159	159
Employee Communication	Pearson Correlation	.270**	1
	Sig. (2-tailed)	.001	
	N	159	160

**, Correlation is significant at the 0.01 level (2-tailed).

It focuses on the correlation between employee commitments with employee communication. Employee commitment has positive correlation value of 0.270 with employee communication. All are showing the significant positive correlation with each other. Management has to look forward while developing Employee commitment with employee communication.

Correlations

		Incentive	Opportunity to grow
Incentive	Pearson Correlation	1	.232**
	Sig. (2-tailed)		.003
	N	158	157
Opportunity to grow	Pearson Correlation	.232**	1
	Sig. (2-tailed)	.003	
	N	157	159

**, Correlation is significant at the 0.01 level (2-tailed).

It focuses on the correlation between incentives with opportunity to grow. An incentive has positive correlation value of 0.232 with opportunity to grow. All are showing the significant positive correlation with each other. Management has to look forward while developing incentive plans as it has direct association with opportunity for grow.

Correlations

		Employee Participation	Employee Job Satisfaction	Stressful task	Labour Grievances
Employee Participation	Pearson Correlation	1	.316**	.206**	.318**
	Sig. (2-tailed)		.000	.009	.000
	N	159	158	159	156
Employee Job Satisfaction	Pearson Correlation	.316**	1	.298**	.173*
	Sig. (2-tailed)	.000		.000	.030
	N	158	159	159	156
Stressful task	Pearson Correlation	.206**	.298**	1	.227**
	Sig. (2-tailed)	.009	.000		.004
	N	159	159	160	157
Labour Grievances	Pearson Correlation	.318**	.173*	.227**	1
	Sig. (2-tailed)	.000	.030	.004	
	N	156	156	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

It focuses on the correlation between employee's participation, employee job satisfaction, stressful life and labour grievances.

Employee participation has positive correlation value of 0.316 with employee job satisfaction, 0.206 with stressful tasks and 0.318 with labour grievances. All are showing the significant positive correlation with each other. Management has to look forward employee participation as it has direct association with employee job satisfaction, stressful tasks and labour grievances.

Employee job satisfaction has positive correlation value of 0.316 with employee participation, 0.298 with stressful tasks and 0.227 with labour grievances. All are showing the significant positive correlation with each other. Management has to look forward employee job satisfaction as it has direct association with employee participation, stressful tasks and labour grievances.

Stressful tasks have positive correlation value of 0.206 with employee participation, 0.298 with employee job satisfaction and 0.227 with labour grievances. All are showing the significant positive correlation with each other. Management has to look forward for stressful tasks as it has direct association with employee participation, employee job satisfaction and labour grievances.

Labour grievances have positive correlation value of 0.318 with employee participation, 0.173 with employee job satisfaction and 0.227 with stressful tasks. All are showing the significant positive correlation with each other. Management has to look forward for labour grievances as it has direct association with employee participation, employee job satisfaction and stressful tasks.

Hypothesis Testing

We can see that more than 50% of variables showing test proportion more than 50% and test proportion of "P" value is less than 0.05. Hence the hypothesis "Industrial relation policies have significant impact on organizational development" is proved.

We can see that more than 50% of variables showing test proportion more than 50% and test proportion of "P" value is less than 0.05. Hence the hypothesis "Industrial relation policies have significant impact on organizational growth" is proved.

Major Findings

Study shows that the SME are ready to introduce the technology. This is very much aligning with the technology trends. Companies are investing on adaptation of new technology. The employees are also well aware about it. Companies are giving prime importance for introduction of new technology. The overall development of the organization is linked with technology introduction and companies have positive inclination.

Companies are facing problems related with adaptation of new technology. The introduction part was good from organization side but the proper adaptation was lacking. There was no clarity to employee and improper training, does not make them suitable for technology adaptation. Employees are unable to produce the desired output as there is a lack of orientation from employer side and time constraints for training.

SME understand the importance of skilled manpower. They are taking efforts for recruitments and formulate policies to retain them. Employer is shown the positive response towards skilled manpower. Companies are utilizing them in proper way to get the output in right time.

The conflict situation in the organization with employer and employee are inevitable. Companies are not following the proper conflict resolution process to settle the dispute. Majorly they are not following the process diligently and as per time frame. Employees are not happy with this approach of management.

Organizations are not taking any efforts to identify the conflict in advance and overcome it. But on the other side, they have to adopt and implement the process for dispute resolution. Study shows that organizations are not taking all proper efforts to resolve the dispute.

Study shows that organizations are planning the work for the optimum utilization of capacity. They are taking the utmost utilization of available resources. The capacity utilization policies are aligned with the work. The main aim is to increase the production to meet the demands.

Study shows that there was lack of work planning in the overall processes. The planning of work is not distributed evenly and there was no proper coordination with different task. There was no proper control and flexibility with different activities.

Study shows that task assignments were improper. The multitasking was the name of task but it was unable to justify to employee performance. They are unable to focus and deliver to single task but compromising the process in multitasking. Organization has to revise the strategies.

Employee's commitment was not to the work and organization. The main reason of it was over work load. The expectation of employer was very high but the improper management of time and resources are the constraints for SME. Employees seem to be lack of commitment in day to day work. Organization need to be reframing the strategies to look for these concerns.

There was no proper communication related with work and other areas from employer side. There are lacks of proper communication mechanism from management side at right time. Expectations are very high from employees but lack of timely communication becomes the hurdle to employee. Employers require developing the communication channels and methods for development of mechanism.

Companies are paying the incentives to motivate employee. Once they exceed the expected performance they are eligible for incentives. Management is providing the incentives for long term consistent performer. Most of the incentives are monetary base but management is also providing the non-monetary benefits to encourage the employee. They show the positive inclination for management incentive policies.

Employees are not happy as there are limited opportunities for growth in the current context. This is due to the size of the organization and limited organization structural growth. Skilled employees are already working on higher related designation and securing high pay. They won't get further growth. Similarly, the other designated employees are found themselves stagnant.

There was lack of employee participation in management decisions. All the decisions are managed and control by the management. Role of employee are not existing in the decision making process. Management are not providing any opportunities for decision making related with their work area. Employees are feel disconnect with management policies.

Study shows that employees are dissatisfied with the work and other policies of the organization. It starts from the work culture related problems and output. There was lack of innovative policies from the management side to encourage the employee.

Employees found that they are undergoing the stressful task. There was over work load and high expectations from management. Most of time, they are unable to meet the expected performance. This is one of the causes of stress. The stress management practices are not initiated by management.

Maintaining industrial peace in the organization, Grievance redressal mechanism play important role. The grievances are requiring addressing at the initial stage and handling through the process. It has to be resolved in the early stage but ignorance from management end the disputes are becoming major and on later stage difficult to handle.

Suggestions

Company will not gain the advantage only by introducing the technology but adopt it properly. Technology adaptation is the success key for the organization for which they have to formulate the policies aligned with utilization at greater extent. Conflict resolution process has to be formulated and implemented in a proper way to resolve the conflict at initial stage. All the efforts of the organization to resolve the conflict. They have arrived with the amicable solutions. Work planning has scope for improvement. It has to be planned properly by considering the available resources. Employee commitment is crucial for the overall development. SME need to formulate the policies for improving the employee commitment. Management need to formulate the incentive policies to motivate the employee. The incentive should be more with monetary term rather than non-monetary terms. Management has to develop the communication channels for effective timely information to employee. Employee should get information beforehand the task allotted. Management require making changes in organization structure by increasing the number of levels in the hierarchy. It will create more levels for growth for employee's needs. It will be satisfied based on the performance. Management encourage the employee participation in management decisions. This will build the relationship between employee and management. Management require formulating the policies for employee's job satisfaction.

Discussion and Results

Management is requiring looking further for the areas of employee satisfaction, grievance Redressal and job satisfaction mainly to overall growth of the organization.

Discussion for Implications

By formulating the new policies with the problem areas or amending the existing ones will serve the purpose of the organization.

Conclusions

SME are facing different challenges internally as well as externally. They are able to manage the internal workforce in proper way, which will help them to enhance the operations. Management has to avoid the dispute areas by addressing the issues well in time. By accommodating employees expectation and management stand will be the mid-way for dispute resolution. Employee commitment is the concern for the management which they will be improved by introducing new policies. The policies are keeping the interest of employee and management. Every employee is looking for the growth and organization need to understand this demand by making the changes in organization structure. They have to generate more hierarchy to meet those demands. Management has to formulate the strategies to reduce the stress of employee. They have to introduce the healthy and conducive environment for stress free work.

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