

1 Dr. Amir Razi<sup>1</sup> and Syed Atif Ali<sup>2</sup>

2 <sup>1</sup> Lahore business Lahore, The University of Lahore.

3 *Received: 10 March 2012 Accepted: 5 April 2012 Published: 15 April 2012*

4

---

## 5 **Abstract**

6 Labor-management relations are the interacting relations between labor and management.  
7 The purpose of our study is to find out the worker wage satisfaction, worker satisfaction with  
8 supervisory behavior and worker satisfaction with welfare items. This cross sectional study  
9 was conducted from October 2010 to January 2011. A group of 200 employees was take part  
10 in this study through a predesigned questionnaire which consists of three parts to meet the  
11 objectives, which was collected from private organizations. There is an dilemma of weak  
12 relationship between labor and management that the labor force is not satisfied with their  
13 management behavior, wages and welfare items. Which tends towards the lack of accuracy in  
14 products and process of producing products. By this research we come to conclusion that the  
15 government should took part in this segment to apply the labor law accurately to provide the  
16 rights to the labor force and management should also have to contribute their efforts to satisfy  
17 their labor force so that they can perform well when they were satisfied perfect. Its means  
18 that the management is the part of labor force and labor is the part of management. This  
19 relation can become strong when they provide satisfaction to each other in work place.

20

---

21 **Index terms**— supervisory Behavior, Welfare items, Wages, Needs.

## 22 **1 Introduction**

23 easurement of labor management relations is a complex phenomenon since it involves the human element. Labor-  
24 management relations are the interacting relations between labor (employees) and management (employers).  
25 'Management and labor' is the English term used in EC law to refer to organizations representing workers and  
26 employers. The equivalent term used in other language versions is 'social partners'. Based on expounding,  
27 the essence of labor-management relation confliction and cooperation. Relationship between employers and  
28 employees and their dealings with each other. In most industries, wages and conditions are determined by free  
29 collective bargaining between employers and trade unions. Some European and American countries have worker  
30 participation through profit-sharing and industrial democracy. Another solution is co-ownership, in which a  
31 company is entirely owned by its employees. The aim of good industrial relations is to achieve a motivated,  
32 capable workforce that sees its work as creative and fulfilling. A breakdown in industrial relations can lead to  
33 an industrial dispute where one party takes industrial action. A 1947 federal law designed to protect employers,  
34 employees, and the public. It governs union activities and provides an arbitration mechanism for strikes that  
35 cause national emergencies.

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

## 7 RESULTS

---

46 manner. Concepts, premises and procedures have been re-examined so that measurement could be possible  
47 through empirical research and use of quantitative techniques.

### 48 2 II.

### 49 3 Literature Review

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

52 In "Labor and Management Bridging the Gap," Daniel Law (1994) stated, "Since the beginning civilization,  
53 the relationship between those who direct the work and those who accomplish it has been fraught with conflict  
54 and resentment". As it relates specifically to the fire service, the purpose of the labor organizations has been to  
55 enhance the compensation, benefits and working conditions of the members through collective unity. Richard  
56 Earle writes, "Public sector management has traditionally dealt with organized labor unions with confrontational  
57 approach to problem solving filters throughout the organization and soon is viewed as a fact of life. This creates  
58 ineffective problem solving techniques, wasting valuable time and personnel resources, often without a viable  
59 solution to the original problem area being implemented". When disputes arise or policies are being implemented,  
60 labor organizations view the change as win-lose situation.

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

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

66 Maslow is best known for his concept of hierarchy of needs, which he used to explain employee motivation.  
67 He classified needs in ascending order of urgency (paul.D.Sweeney 2002) 1) Physiological needs 2) Safety needs  
68 3) Social needs 4) Ego needs 5) Self-actualization needs Collaboration greatly enhances an organization chances  
69 of success, historically collaboration applied to agencies, but it can be more effective among agencies, families  
70 and neighborhood. It creates lasting relationship and use resources effectively. Collaboration can range from  
71 informal partnership to formally planned relationship. In this case it always provides opportunities for building  
72 relationship. It can also be power full way to enhance the well-being of agencies, families and neighborhood  
73 (Massaki Imai (1986) Kaizen).

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

### 76 4 III.

### 77 5 Methodology

78 It was a cross-sectional analytical study conducted from October 2010 to January 2011. A group of 200 people  
79 was take part in this study through predesigned questionnaire which was consist of four parts, one related to  
80 the demographic portion, 2nd related to managerial behavior, 3rd related to the wage satisfaction of the labor  
81 and 4th related to the satisfaction from welfare items. Convenience Sampling was used in our survey and 200  
82 samples were selected from the population of the two organizations named Irfan Textile's Pvt. Ltd. And Sajjad  
83 Textile's100 questionnaires were filled form Irfan Textiles and 100 fromSajjad Textile. There were two hypothesis  
84 were made which are as follow.

### 85 6 a) Hypothesis

- 86 H1. There is no association between wage satisfaction and Gender.
- 87 H2. There is no association between satisfaction with supervisory behavior and Gender.
- 88 H3. There is no association between satisfaction with welfare items and Gender.
- 89 IV.

### 90 7 Results

91 Out of 200 participants 51.3% of male agree and 48% of female are strongly agree with that the increase in the  
92 wages of the workers can improve worker's satisfaction. 43.7% of male and 35% of female are neutral about that  
93 their wages compared with other public sector plants and 51.3% male and 35% female are neutral about that  
94 their wages compare with those in similar private sector plants. 30% of male and female are disagree with that  
95 the same wage rate should be adopted for old and new employees. 51.3% of male and 40% of female are disagree  
96 with that the salary is fair for their responsibilities and on the same situation 40% of male and 35% of female are  
97 disagree with that their salary fulfills their expenses. 35% male and 36.1% female are neutral about their current  
98 wages. 51.3% of male respondent and 42.8% of female are strongly agree with that wages should be changed  
99 according to the time and 44% of male and 46.6% of female are strongly agree with that wages are the important  
100 element for raising employee performance. (Table ??) Table ?? : Distribution of Wage Satisfaction and gender  
101 respondents: 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 be 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. ( 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 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 this area. Table (3) Table ?? : Distribution of Satisfaction with welfare Items and gender respondents:V.

## 8 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). 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. 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 chisquare and P-value of the cases which are greater than 0.05.

## 9 Labor Management Relations

## 10 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

## 11 2012

May 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 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

## 12 REFERENCES RÉFÉRENCES REFERENCIAS

---

160 labor unions. But the company in which the rights of labor force are fulfilled and they are getting the benefits  
161 right according to the labor law, is going to be succeeded because there is no labor union and working efficiency  
162 of the labor force is higher then the other companies.

163 Finally, the companies should focus on the labor law to improve the efficiency of the workers to get the high  
164 quality products and for this reason the companies should satisfy to their workers by an increase in the wages,  
165 to provide them welfare items full compensation and specially the supervisory behavior at workplace should be  
166 better because one word of an supervisor can make his sub-ordinates efficient or can dishoards. So the company  
167 should focus on behavioral trainings of the both the supervisor and the labor force because there is need of  
168 improvement of both side. When the labor and management became a part of both, definitely the companies will  
169 succeeded in his area of expertise. the customers. So the three elements on which the whole study is consisted are  
170 the way to improve the work efficiency of labor and staff at work place and the efficient work produce a quality  
171 products for company's customer and then only company can earn above average profit. There are some ways  
172 to satisfy the labor japan's competitive success] New York: MC Graw Hill.

173 6. Pual. D. Sweeny: (2002) Organizational Behavior: solution for management (1sted.) New York: MC graw  
174 hill/Irwin.

## 175 12 REFERENCES RÉFÉRENCES REFERENCIAS

### 2

Cases	Gender											
	Male				Female							
	Strong	Disagree	Neutral	Agree	Strong	Disagree	Neutral	Agree	Strong	Disagree	Neutral	Agree
	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	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		

Figure 1: Table 2 )



Cases	satisfaction	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

Figure 3: Table 4 :

do your salary fulfills your expenses	2.543	0.637	My supervisor considers my suggestions for change?	1.387846
Are you satisfied with your present wages changed according to time Wage rate should be	1.170 2.733	0.760 0.603	My supervisor gives a or infor-mally? mind in group meet-ings chance to speak your	3.308497
Wages are the most important element for raising employee performance supervisory behavior Cases	4.087	0.394	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 is a good role model?				

Cases	items	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	

Figure 5: Table 6 :

---

177 [Piderman (1995)] 'Case Study in Labor/Management: City ofMiami'. E Piderman . *Florida. Fire Engineering*  
178 1995. August. p. 93.

179 [Imai ()] *Kaizen: The key to Japan's competitive success*, Massac Imai . kaizen:The key to. 1986. (1st ed.)

180 [Law (1994)] 'Labor and Management Bridging the Gap'. D K Law . *American Fire Journal* 1994. April. p. 27.

181 [Reynolds ()] 'Labor Relations: Alternative Methods That Will Guarantee Survival Into the Next Century'. C  
182 M Reynolds . *National Fire Academy: Executive Fire Officer Program* 1994. 1 p. 12.

183 [Steven and Edward ()] . T Steven , Edward . *fire service personnel management*, 2000. (1st ed.. fire personnel  
184 management)