

***A STUDY OF WORK CULTURE,  
HEALTH, SAFETY AND HUMAN RELATIONS***

**By Deepak P. Raverkar**

**Abstract**

Health and safety measures forms a part of good work culture as it is directly related to workers' morale and productivity. Industrial safety and efficiency are closely concerned. Safety measures prevent accidents and ensure regular flow of work. Good human relations are necessary for good performance and optimum use of resources. Therefore, the type of health services, safety measures and human relationship that exists in within the industry influences the employee. The impact of these factors on employee satisfaction and ultimately on productivity and profits is inevitable.

This is an urgent need to accept a Worker's Participation in management as a fundamental principle. The organization must have safety policy, safety engineering, safety education and training, use of safety measures to minimize and avoid accidents.

Improved self-esteem of the subordinates will definitely result in willing cooperation on the part of subordinates. Upward, free and open communication is a key to amicable superior subordinate relationship. Therefore, in recent years, the attention of management is drawn towards the health and safety of workers and human relationship.

**Key words** Health, safety, human relationships and work culture.

### **Introduction**

Work culture refers to work life and work systems. It includes work habits, work standards, behavior of the individual towards each other and their attitude towards organization's public image. Workmen acting individually or through their group create work atmosphere, which in turn is influenced by their values and perceptions about their organization. According to some scholars, work culture is the social interlocking mechanism upon which the enterprise can function effectively. Through this, organizations will be in a position to establish better psychological contact with the employees. This, in turn, could lead organizations to higher level of performance. Intense identification with the objectives of the organizations, observing of the rules of discipline, fellow feeling and such other factors build work culture.

Health and safety measures forms a part of good work culture as it is directly related to workers' morale and productivity. Good health, use of ethics and adequate safety of workers is essential for successful functioning of industry.

Health is a state of complete physical, mental and social well-being. It is the outcome between the individual and his environment. Workers spend maximum time at their work place. Unless the working conditions- lighting, ventilation, cleanliness, temperature etc. are proper workers can't concentrate on work.

Industrial safety and efficiency are closely concerned. Safety measures prevent accidents and ensure regular flow of work. Safety also helps to improve the morale and productivity. Several studies expressed the need of good safety measures for ensuring high level of productivity. Human relations are the relations between an organization and people working in it so as to create integration between them. Good human relations are necessary for good performance and optimum use of resources. Work, work group, leader and work environment are the important component of human relations.

### **Statement of the problem**

Roha is one of the Taluka place in the Raigad district. In 1973, the State Government has established Maharashtra Industrial Development Corporation in Dhatav-Roha. Many

small and medium scale industries have started industrial units and running successfully over the last forty years. The total number of workers in this industrial area is near about 3000. A health, safety and human relation in Work culture plays a very important role in productivity, industrial peace, work behaviour, accidents, and employee satisfaction. Therefore, I have undertaken to study these aspects in selected industries in Roha industrial Area. For this project, 404 respondents from different age groups, experience, education and income levels have selected. Hence, the present study examines the opinions of workers towards health, safety and human relation through the structured questionnaire in Roha industrial area.

### **Objectives of the study**

This study is undertaken specially with the following objectives.

- a) To study the role of a health, safety and human relations.
- b) To examine the factors of health, safety and human relations among workers in selected industries in Roha.
- c) To suggest the measures for improving these factors.

### **Literature review**

Herzberg analyzed the results of twenty six studies focusing on the relationship of Organisational Climate and job satisfaction. He found that in fourteen studies revealed workers with positive attitudes and satisfied approach were more productive than those with negative attitudes.

Kerego and Mthupha, on the other hand, viewed working conditions like, clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having effects on employee satisfaction.

Hawthorne Experiments revealed that a supervisor should provide free and happy atmosphere and allow people to participate in the decision-making process. Democratic leadership improves human relations. India is a traditional country with high power distance in working relationships, implying reverence and high authority for the superiors.

Mendonca and Kanungo (1990) pointed out the typical aspects of the Indian way of management wherein decision process was centralized, allowing less scope for employees to be updated about different aspects of management. The researcher has gathered responses from the workers on human relations through four important questions. The questions were concerned to opportunity to contribute to decisions, a way they contribute to decisions, whether the group relationship are positive and formal informal mechanism for handling conflicts.

### **Methodology adopted**

The researcher has gathered the feeling of respondents on ventilation, lighting and pollution through three questions. The researcher has also gathered responses from the workers on human relations through four important questions. The questions were concerned to opportunity to contribute to decisions, a way they contribute to decisions, whether the group relationship are positive and formal /informal mechanism for handling conflicts.

The researcher has gathered the feeling of respondents on ventilation, lighting and pollution. The researcher has gathered responses from the workers on human relations through four important questions. The questions were concerned to opportunity to contribute to decisions, a way they contribute to decisions, whether the group relationship are positive and formal /informal mechanism for handling conflicts.

### **Statistical tools for analysis**

The frequency tables showing percent and cumulative percent are the tools used for analysis.

### **Results and discussions**

The researcher has gathered the feeling of respondents on ventilation, lighting and pollution.

**Table 1**

**Workers feelings about Ventilation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	363	89.9	89.9	89.9
	No	41	10.1	10.1	100.0
	Total	404	100.0	100.0	

**Table 2**

**Workers feeling about Lighting**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	369	91.3	91.3	91.3
	No	35	8.7	8.7	100.0
	Total	404	100.0	100.0	

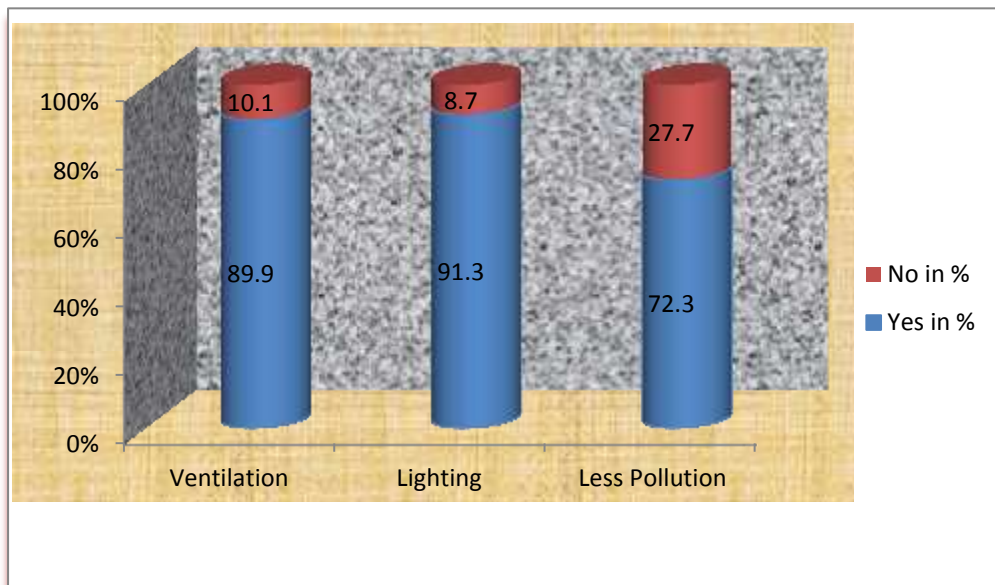
**Table 3**

**Workers feeling about Pollution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	292	72.3	72.3	72.3
	No	112	27.7	27.7	100.0
	Total	404	100.0	100.0	

Graph 1

Workers Feeling about Ventilation, Lighting and Pollution



The above Tables numbers 1, 2, 3 and a graph number 1 reveals the feelings of respondents about ventilation, lighting and pollution. It shows that 89.9 percent respondents felt that they have good ventilation in their workplace. It is very significant proportion of workers having a positive feeling. Secondly, the feelings about lighting reflect that 91.3 workers opined that their workplace has good lighting facility. The last but not least feeling about pollution reveals that 72.3 percent workers felt that they have less pollution in their work place.

The responses about these questions are arranged in the following frequency table.

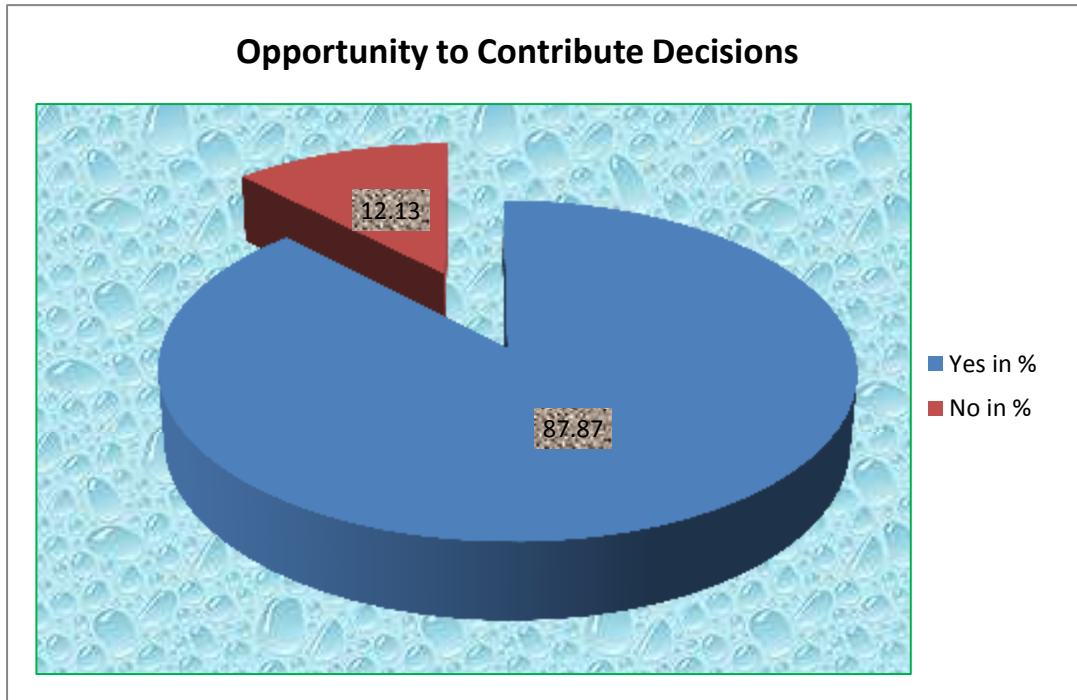
Table 4

Workers feeling about Opportunity to Contribute Decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	355	87.87	87.87	87.87
	No	49	12.13	12.13	100.0
	Total	404	100.0	100.0	

Source: Statistical Analysis from Primary Data

Graph 2



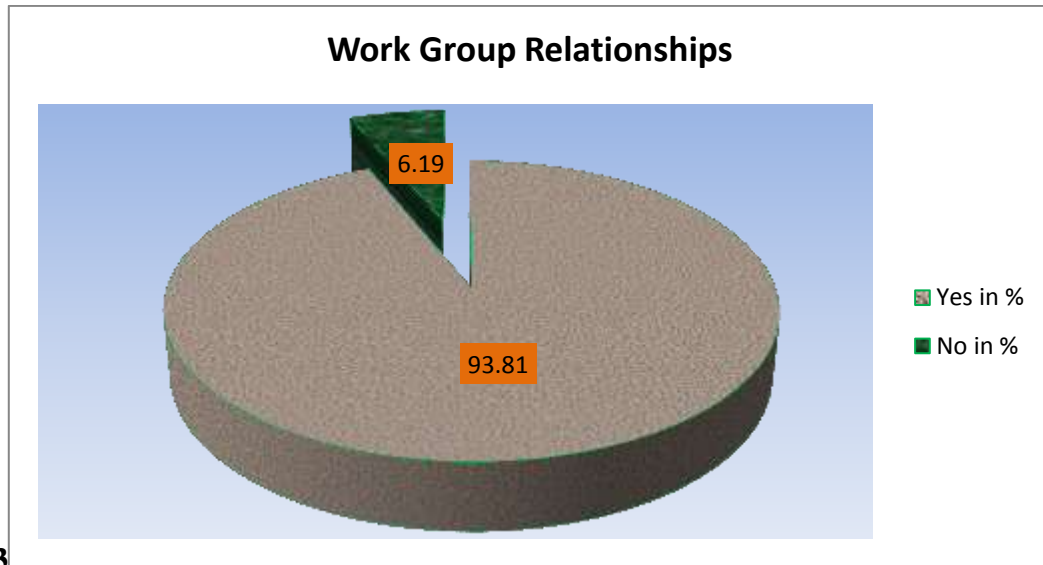
Source: Statistical Analysis from Primary Data

**Table 5**

**Workers feeling about Work Group Relationships**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	379	93.81	93.81	93.81
	No	25	6.19	6.19	100.0
	Total	404	100.0	100.0	

Source: Statistical Analysis from Primary Data



Graph 3

Source: Statistical Analysis from Primary Data

The above Table 4 and graph 2 shows those 355 workers means 87.87 percent feels that they have an opportunity in contributing the decisions and only 49 workers i.e. 12.13 percent have a negative feeling. It clearly indicates that majority of the respondents have positive feeling on participation in decision making process by one or different means. The researcher also collected the responses about the way they contribute to decisions. This is through the various methods followed by the superiors and the organization. Those methods include mainly the interaction and discussion with superiors, joint meetings, quality circles, suggestion boxes, training programme, group discussion, etc. These methods vary from industry to industry. The participation in decision making through any means increase the morale of the workers and boosts the motivation which helps for creating productive work culture.

The data from Table 5 and graph 3 about the work group relationships reveals that 379 workers means 93.81 percent responded positively and 25 i.e. only 6.19 percent workers have a negative opinion. It means that almost all the workers felt they have a positive work group relationship at the work place. This is an important sign of synergic work culture among workers. The researchers also gathered the responses about formal or informal mechanism for handling the conflicts through open question. Many workers have given a free and frank opinion about this question. They said most of the matters of monetary benefits, working hours, welfare facilities, injustice to workgroup etc. are handled through the union



only. If any personal problem at the work place with the supervisor or manager took place, it may be solved through either at the personal level by complaining with superior or union leader. Most of the small problems of the work group or individual can be resolved informally through discussion and compromise. While discussing the issue with managers, it is observed that every organization have an agreement with union for the specific period mostly for three years and therefore no big issues of conflicts takes place. Day to day misunderstandings or problems can be solved through informal discussion.

### **Concluding remarks**

Finally, it may be conclude that, industries in Roha industrial area have good ventilation, adequate lighting facility and less pollution. These factors contribute for developing good work environment and encourage workers to concentrate on work which results into productive work culture.

About the human relations while discussing the issue with managers, it is observed that every organization have an agreement with union for the specific period mostly for three years and therefore no big issues of conflicts takes place. Day to day misunderstandings or problems can be solved through informal discussion.

The following are some of the recommendations for improving the safety and human relationship at the working place.

#### **1) Welfare Activities**

The secret of the Japanese lies with their sequence of the priorities kept in by the manager in his day to day activities. It is in the following order:-

1. The welfare of the employees.
2. The image of the business in the society.
3. The well-being of the supplier and at the end,
4. Profits.

Profit will automatically come if the first three objectives are met. Therefore, the welfare of the workers should be assured through life-time employment in one and different forms.

## **2) Participative Management**

This is an urgent need to accept a Worker's Participation in management as a fundamental principle. The concept of workers participation is used as a process of delegating authority and responsibility in the management decision. The main objective of the participation of workers in management to increase their involvement develops motivation and boosts morale

## **3) Recognition and Appreciation**

'Recognition' means acceptance and 'Appreciation' means taking a note of their devotion towards organization. It is amazing tool of inspiration which may work more powerful than any monetary reward. It may cost little or nothing but everyone will respond. Following are some ways:-

- a) Congratulation letter from management for special performance.
- b) Employee of the 'Month', 'Year' awards for more production or sales.
- c) Publicity in periodicals, local newspaper to workers contribution, etc.

## **4) Human Relationship**

The superiors have to develop positive relationship with their subordinates at the work place. Managers should be given training in Human Resource Management and Human Relations Management. This will help to reduce the distance between superiors and subordinates to a great extent. Superiors should act as mentors and guides. They should be leaders than the bosses.

The following are the suggestions in this regard.

- a) Fair human treatment from superiors is what they expect.
- b) More interaction and informal discussion with tea and snacks.
- c) No direct punishment and use of insulting words.

## **5) Safety and Security**

Industrial safety is utmost important as it is directly connected with efficiency. Safety measures prevent accidents and ensure regular flow of work and also help to

improve the morale and productivity of workers. Therefore, the organization must have safety policy, safety committee, safety engineering, safety, education and training and use of safety measures to prevent and minimize industrial accidents.

#### **6) Grievance Handling**

The best approach towards grievance is to anticipate them and take steps to tackle them before the grievance assume dangerous proportions. Grievance should be solved as early as possible; otherwise they can create serious problems for the organization, the industry and society. A systematic procedure should be developed to settle all grievances.

#### **References**

- ✚ J.B.P. Sinha “Work culture in the Indian context” sage Publication, New Delhi. Bose, S.C. and Madasamy, V (2009) ‘A Study on the Job Satisfaction of the Employees of Fireworks Industries’ Prabandhan: Indian Journal of Management, volume 2, pg.no. 26 -35.
- ✚ C.B. Gupta ‘Human Resource Management’ Sultan Chand & Sons, Educational Publishers, New Delhi pg.no. 30.2 - 30.10.
- ✚ Dr. Anjali Ghanekar “Human Resource Management” Everest Publishing House
- ✚ K. Rajgopal: “Productivity and Job Satisfaction in Textile Mills, 1965
- ✚ Geeta Rana and Pooja Garg paper titled as ‘Measuring organizational culture in different organizations- An empirical study’, published in Prabandhan Indian journal of Management Feb. 2011.
- ✚ Anu Singh Lather, Abha Kumar and Shilpa Jain paper titled as perception of work culture and its impact on performance in DMRC published in Indian journal of marketing August, 2012.
- ✚ Singh, Kavita (2001). Work values and work culture in Indian organizations: Evidence from automobile industry, Delhi Business Review, 2(2): 1-9.
- ✚ Porter, L.W., and Steers, R.M. (1977) ‘Organizational work and personal factors in Employee turnover and absenteeism’ Psychological Bulletin. A(2)

- ✚ Mendonca, M. and Kanungo, R. N. (1990). 'Performance Management in Developing Countries'. In: R. N. Kanungo and A. M. Jaeger (Eds.), Management in Developing Countries. London: Rutledge, 223-251.
- ✚ Dr. Subramanian, V. "Wanted a new work culture to check the Drift", The Hindu, August 10, 1993.

**Bio**

**Mr. Deepak P. Raverkar** is the Associate Professor & HOD of Commerce in Dr. C. D. Deshmukh Commerce College, Roha- Raigad. Maharashtra – (India). He can be contacted at [dpraverkar@gmail.com](mailto:dpraverkar@gmail.com).