

Trade Union and its Impact on Long Term Human Resource Policies: A Study of SME with reference to Industrial Relations and Organizational Development

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Abstract:

Trade union is an integral part of the organization. It is not just an association of employees but it has carries the responsibilities of the members and their families. Trade union existence is depending on the employer and employee relationship. The better relationship will obviously have less conflicts. This is good sign for the growth of the organization. The adverse situation affects badly on the organization. It is not a onetime task. Organization plays an important role in formulating long term policies to strength the industrial relations. Human resource policies are directly linked to addressing the labour problems, avoiding conflict, conflict resolution, skill improvement, providing growth opportunities etc. Study covers the formulating and implementing long term human resource policies and its impact on trade union and employees. The study is with respect to industrial relations and organizational development.

Purpose

purpose of the study to develops the human resource policies for long term. These policies are aligned with the interest of employees and trade union. The aim of policies to strengthen the relationship between management and employee by representation of trade union.

Design / Methodology / Opportunity

Data collected through primary data collection method. Study has been conducted on SME (Small and Medium Size Enterprises) related with automobile industries. The respondents are employee, management representatives, trade union leaders etc.

Findings

Trade union has an impact on long term human resource policies. Policies need to be designed by considering the trade union and its requirement. The development of healthy industrial relations depends on the policies adopted and effectively implemented by management.

Research Limitations

The data collected from 16 nos. of SME located in Maharashtra Industrial Development Corporation, Pune and Pimpri Chinchwad area in Maharashtra, India.

Practical Implications

Designing of human resource policies are key for the growth of the organization. Trade union has the impact on these flexible policies. The flexibility in the changes of policies are on long term perspective.

Originality / Value

Study has revealed the linkage between trade union related with industrial relations and organizational development.

Keywords: Industrial Relations, Organizational Development, Human Resource Policies, Trade Union, Labour Problems, Industrial Growth, Conflict Management, Dispute Resolutions, Employee Participation

Introduction

Role of trade union is important for the organization as it represents the employees and integral part of put forth

the employee's expectations. Trade union are thinking in terms of employees rights and their role in the company. At the same time, their approach should have aligned with the organization interest. Policy formulation is the task of management but they should consider the views of the employees while designing and implementing the policies. The policy must intact with the interest of employees. If policy formulation is one way without consulting and into the confidence of trade union may create hurdles in long term. These policies are formulated by keeping the long term goals of the organization. Employee should aware about those policies and accepted for implications. It creates the industrial peace in the organizations.

Conflicts are unavoidable, the only way to resolve it by facing the challenges and overcome it. Reasons behind the conflicts are need to be identify and take efforts by employee and management to handle it effectively. Conflict should not be destructive but it must be constructive. All efforts towards the elimination of root cause of conflicts. Development of conflict management policies not only to resolve the conflict in short term but they should look for long term. These policies need to be comprehensive and considering the management and employee perspectives.

Literature Review

Becker, B., Goerke, L., & Huang, Y. (2025) It covers the different bodies like International Confederation and international bodies of labour related with free trade unions and labour norms. Article is focusing on global labour practices and trade union movement. It showcases the model of capitalist for the benefits of workers.

Etherington, D., Jeffery, B., Thomas, P., Jones, M., & Ledger-Jessop, B. (2023) It has addressing the need of labour in the context of different regions. The analyses are related with the role of trade unions and various councils of trades. Formulate the strategies to address the need of workers. It has exploring the challenges of trade union movement and innovations. The main is to organize the unorganized. The strategic role of trade union and works are covered.

Grimm, K. E. (2021) Wage discrimination of regular and irregular workers and causes of relevant policy formulation are analyzed. It identifies the wage gap and employment type of unionized and non-unionized workers. This dual market scenario is study under the framework of trade union. It studies the impact by the presence of trade union in these situations.

Kim, M., & Kim, G. (2023) Development of union capacity has work for the collective efforts towards securing the appropriate minimum wages. Role of trade union and its engagement with the help of stakeholder's work towards the benefits of workers. Revision of minimum wages and alignment of employees are discussed. Study identifies the barriers such as role of institutions, internal and external functioning of trade union and learning ability of members.

Lyddon, D. (2021) Trend of trade unionism in the economies are covers. Study the factors affecting on trade union commitment to employees. It further studies the climate of industrial relations and belongings of employees. Procedure oriented approach adopted at the work place and union involvement in the business environments are analyzed.

Mandal, S., & Jada, U. (2025) Rise of industrial dispute and the regulatory reform for managing industrial relations with worker's legal rights are covers. It studies the manager's approach of power sharing at work place. Study provides the traditional approach of manager's authoritative leadership and treating one way to workers in business environment. This anti labour approach leads to protection of labour.

Martin, M., & Wilkes, W. (2026, January 26) Trade union and call for legal strike are the areas for study. The postal ballot system and its consequences with respect to organization and trade unions are focused. The role of legislation system in the process are covers.

Phillips, K. (2025) The changes in legislation related with industrial relations are examines. Industrial relations are depending on the organizations and trade unions. Trade union is concerned for superannuation benefits specifically the funds. The impact of laws is affecting on the trade union membership. The strict regulations are imposed on the representation and compliances. This raise the big concerned on autonomy of workers and overall

business operations.

Varkkey, B., Wadhwan, S., & Korde, R. (2022) The policies adopted by the major automobile companies related to cost cutting and relocation of production aggressively. Organization adopting the employee retrenchment strategies in the competitive business environment. This will put the pressure on trade union and their approach on wage negotiations. It insists the active involvement of government to support the interest of workers. It recommends to strongly oppose the layoff and relocation of plant. Strategic decision of trade union is requiring.

Zhu, J. S., & Zhu, C. J. (2022) This article covers the strike in Samsung and the agreement with union. The approach adopted by company to planned strike of labors. Involvement of government is as mediator in the strike. The dispute are focuses on profit sharing and use of automation with AI. Resolution make sure to prevent the strike and save the potential loss to the company.

Schroeder W. (2018) Collective bargaining process between trade union and employers has declined in the recent past. Trade union membership are stabilizing as it represents the employee's problems. This policy work well for the trade union. This is with contrast to the in the earlier time period, where employees do not have to raise voice against their rights. The investment of the organization in human resource policies provide the result for organization. This ensure the smooth functioning of collective bargaining process.

Warner M. (2018) Organization are traditionally organized vertically by adopting the principles of the organizations. Role of trade union is crucial as it has more impact on workers other than welfare and morale of employees. It stabilizes the labour mobility towards decreasing trends. The introduction of contract labour does effect on employability.

Mello E. Silva L. (2014) State government and the trade unions are the factors affecting on the country's economy. HR policies are not solely dependents on the management thought process but it has based on the different provision of the labour laws and the legal regulation of the market. The labour market regulation is towards profit oriented as the payment is based on it. Unionism is increasing by number of unions. They follow the approach to go against the management.

Cooke F.L.; Kim S. (2017) This is focusing on the state policies and its influence on formulation of human resource policies in the competitive global environment. State is playing the role of intervention for the development of industrialization and economic development. Global context covers like norms, framework and agreements. It also affecting on the investment, labour market and policy framework.

Dingeldey I.; Grimshaw D.; Schulten T. (2021) It covers the minimum wages across different countries and their policies. The different areas are covered related to minimum wages like collective bargaining, income, fair pay and regulations. Study of different countries like labour market and its regulations, policies and practices and changes over a period of time. Payment of low wages to women employee's country specific policies, political and economic studies are covered.

Khroustaleva A.V. (2018) History of trade union movement and the economic policy formulations are focused. It predominantly touches the area of collective bargaining. The factors which are affecting on it like approach of management and trade union, worker's literacy levels and market environment. Literacy is the concern area as it has direct impact on the mindset of employee, competencies and potential of human capital.

Riva E. (2017) Purpose of the paper to understand the role of industrial relations with work life balance policies and its drivers. The policies like flexible work arrangement, support system and policies related with leaves are analyzed. It has embedded the mutual gain in the process of collective bargaining. Better industrial relations lead to the formulation of policies related with work and family. It provides the feasible work place management.

Doucoulagos H.; Freeman R.B.; Laroche P. (2017) It works on the areas of what the trade union do. Its functions and practical approach. Trade union is the most valuable factor for the industries and at large for the developing countries. More emphasis on formulating the policies related with trade union, employees and management. It collects the information related with cost and economies and its impact on the organizations. It thrust on the approach of trade union on non-wage benefits to employees.

Roychowdhury A. (2018) Labour market and its correlation with public policies. It understands the framework of Country's growth and job market in India. The provisions of labour laws and its consequences on employees. This book examines the employee innovation labour market. It further discusses the reformation of labour laws and its effect on reform of economies. The various factors are affecting on collective bargaining like job security, non-flexibility of labour laws, involvement and intention of trade unions and workers' rights.

Triantafillidou E.; Koutroukis T. (2022) Study identifies the involvement of employees on the human resource management and managing labour relations. It identifies the involvement of employees in participating practices. It has been found that most of organization are following practices of employee participation but in reality it seems to be formal in nature. Multinational companies are covering the practices of employee participation. On the ground, the employee participation will become successful as there is willingness from employee end and active involvement of employer.

Dobbins T.; Dundon T. (2020) Organization is promoting the non-unionizations. It promotes the employee representation by non-union members. It becomes the another channel for trade unionism. The approach lean towards avoid the trade unions. It considered as trend setter in the economic and business context and provide scope for employee active participations.

Bamber G.J.; Jerrard M.A.; Clark P.F. (2022) The study addressing the internal management of unions. It has discussed on the problems of trade unions as formulating strategies, formulation and utilization of budget and HR policies. The overall study is concentrate on about three areas. The systematic human resource policies and practices are overviewed. The regulatory changes are considering for study.

Kochan T.A. (2018) Industrial relations fields cover the employments relations with respect to work. It has addressing the problems related with wages, collective bargaining, practices of human resource management and dynamic nature of labour market. Comparison of national and international practices focusing on different trends. It redefines the term of industrial relations with work and employment relations.

Silva V. (2022) Future of work is mostly influence by ILO (International Labour Organization). The center of area is human centered factors. It analyzes the technological change and its relevance on work. Different perspective of employee, employer and government are covered. ILO is framing the policies to employer and technological perspectives.

Pednekar, B. (2019). Paper is focusing on industrial relations in automobile industry. It further study the relationship between employer and employee and its effect on the organization as well as employees. The factors which affecting on the industrial relations are studied.

Pednekar, B. (2020) It focuses on the pandemic situations and effect on the industrial relations. The relationship between employee and employer. Study has covers the core manufacturing industries. The factors affecting due to pandemic and the changes in the relationship between employee and employer are covers.

Pednekar, B. (2021) Research focuses on the industrial relations in auto ancillary industries related with automobile industries. Larger numbers of auto ancillary industries provide higher employment. The changing relationship of employer and employee during pandemic period are covers.

Pednekar, B. (2025) Study covers the areas of industrial relations and organizational development. Study has been conducted on SME related with automobile sectors. The effect of industrial relations on organizational development are covers in the study.

Pednekar, B. (2025). Study has covers the two areas such as industrial relations and organizational development. It specifically aims to identify the impact on growth of the organizations. It covers the SME industries. Relationship between employer and employees are studied

Purpose

The purpose of the study is to identify the trade union impact on long term human resource policies. The adaptability of the policies should be flexible and covering various dimension. It works on trade union and its role in organization and the long term policy formulation.

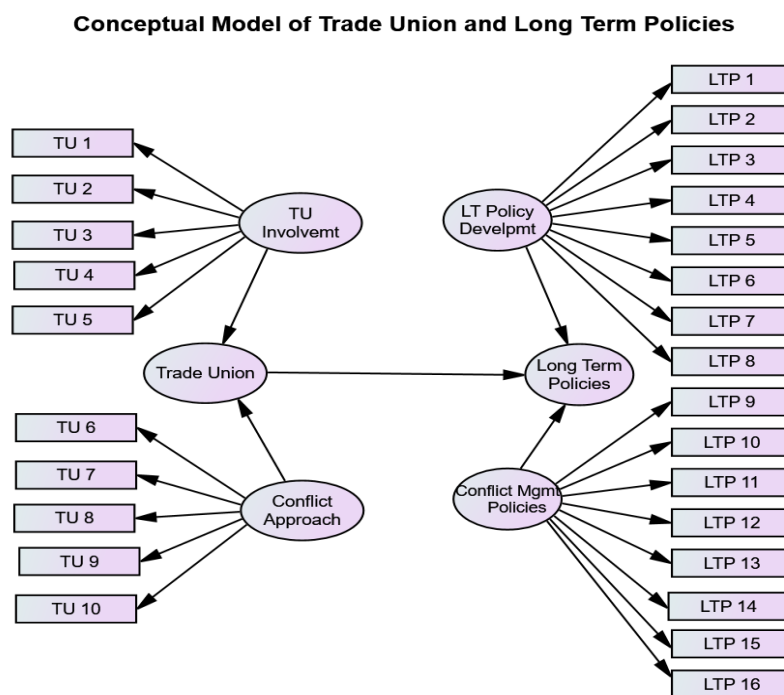
Need of Study

Trade union is most crucial in the organization as it is the link between employees and management by representing employees. Human resource policies are largely affecting on employees at work and social life. These long term policies are either make it or break it for employees. Designing these policies by considering the views of trade union.

Research Problems

Long term human resource policies are affecting on employees. The designing of policies is most important. It should cover the areas of interest of employees and organization. It should not be from one side. The requirement and expectations of employees must be considering while designing of policies. The lack of these areas create unrest in the organizations.

Conceptual Model



Study has focused on two areas such as “trade union” and “long term human resource policies”. There are four major areas are covered. The trade union is independent variable and long term policies is the dependent variables. In trade union, there are two constructs such as “trade union involvement” and “conflict approach”. In long term policies, there are two constructs such as “long term policy for development” and “conflict management policies”. The construct “trade union involvement” represents the variables TU1, TU2, TU3, TU4 and TU5. The construct “conflict approach” represents the variables TU6, TU7, TU8, TU9 and TU10. The construct “long term policy for development” represents the variables LTP1, LTP2, LTP3, LTP4, LTP5, LTP6, LTP7 and LTP8. The construct “conflict management policies” represents the variable LTP9, LTP10, LTP11, LTP12, LTP13, LTP14, LTP15 and LTP16. In trade union TU 1 represent employee trust pressure on trade union , TU 2 represents support of trade union to employees, TU 3 represent support system to employees, TU 4 represent involvement in legal matters , TU 5 represent welfare facilities provided to employees, TU 6 represent process of conflict resolution, TU 7 represent relationship between management and employees, TU 8 represent process of dispute resolution, TU 9 represent conflict management and TU 10 represent political affiliation of trade union. In long terms policies LTP 1 represent financial stability, LTP 2 represent expertise of management, LTP 3 represent improvement of skills, LTP 4 represent long term areas for development, LTP 5 represent conflict resolution at early stage, LTP 6 represent approach of trade union, LTP 7 represent opportunities for growth to employees, LTP 8 represent two way communication from management and employees, LTP 9 represent problems related to work

place , LTP 10 represent conflict resolutions, LTP 11 represent employee problem addressing, LTP 12 represent career opportunities, LTP 13 represent conflict management internally, LTP 14 represent employee approach, LTP 15 represent strike, LTP 16 represent work of multiple tasks.

Objectives

1. To study the effect of trade union involvement of industrial relations on long term policies for development of organization development to formulating the human resource policies
2. To study the effect of conflict approach of industrial relations on conflict management policies of organization development to formulating the human resource policies

Hypothesis

H1 : Trade union involvement has significant impact on formulating long term policies for development

H01 : Trade union involvement has no significant impact on formulating conflict management policies

H2 : Conflict approach has significant impact on formulating the conflict management policies

H02 : Conflict approach has no significant impact on formulating the conflict management policies

Research Methodology Research Design

Type of Study:

Exploratory study has been conducted on SME industries related with automobile industries.

Nature of Study:

Study has focused on trade union and long term policies of the organization.

Type of Questionnaire:

Study based on the five scale Likert questionnaire.

Type of Questions:

Questions are linked with the various areas of trade union and long term human resource policies.

Time dimension:

Data has been collected to cross sectional study.

Type of analysis:

The IBM SPSS 27 version used for different methods of data analysis.

Sources of Information

Data has collected from the employees, officers, human resource managers and consultants.

Plan for Primary Data Collection

Research Technique:

Survey method used for data collection.

Contact Method:

Data has been collected through persona interview and emails mails.

Research Instrument:

Questionnaire was used to identify the various factors affecting on trade union and long term human resource policies.

Population:

MIDC areas located in Pune, Pimpri Chinchwad, Maharashtra, India are selected for data collection. In this region more than 5000 industries are located. The selected 12 industries having employee strength 1042.

Sample Design

Sample Element:

Automobile based SME's are selected for study.

Sample Size:

The industries selected for study are 12 nos. consist of 281 respondents based on Krejcie & Morgan formula

Sample Frame:

Sample frame covers the permanent blue collar employees and management level employees such as officers, managers of human resource department.

Sample extent:

In sample extent covers the geographical area such as Pune, Pimpri Chinchwad in Maharashtra, India

Sampling procedure:

Sample size determination technique

The method used for sample selection is stratified random sampling. Stratified random sampling method used for sample selection. Population of permanent employees are 909 and management category employees are 133. Use of Krejcie & Morgan (1970) formula the sample size was derived such as 281 respondents.

Data Analysis

In descriptive Statistics, Construct 1 represents the trade union area A, the values obtain of mean 4.33 and standard deviation 0.85, which indicates high level of respondent's agreements with highly consistent responses. Construct 2 represents the trade union area B, the values obtain of mean 3.64 and standard deviation 1.13, which indicates high level of respondent's agreements with considerable variability. Construct 3 represents the long term policies area A, the values obtain of mean 3.80 and standard deviation 0.93, which indicates high level of respondent's agreements with highly consistent responses. Construct 4 represents the long term area B, the values obtain of mean 3.05 and standard deviation 1.06, which indicates moderate level of respondent's agreements with considerable variability.

In reliability, Construct 1, Trade union area A Cronbach alpha value is 0.889 it shows good reliability. In Construct 2, Trade union area B Cronbach alpha value is 0.840 it shows good reliability. In Construct 3, Long term policies area A Cronbach alpha value is 0.826 it shows good reliability. In Construct 4, Long term policies area B Cronbach alpha value is 0.847 it shows good reliability

In validity, for construct 1 of trade union area A the KMO value is 0.871 represents the good adequacy in sampling. The Bartlett test showing $p < 0.001$ indicates the correlation matrix is supporting the factor analysis. For construct 2 of trade union area B the KMO value is 0.853 represents the good adequacy in sampling. The Bartlett test showing $p < 0.001$ indicates the correlation matrix is supporting the factor analysis. For construct 3 of long term policies an area A the KMO value is 0.881 represents the good adequacy in sampling. The Bartlett test showing p

< 0.001 indicates the correlation matrix is supporting the factor analysis. For construct 4 of trade union area B the KMO value is 0.893 represents the good adequacy in sampling. The Bartlett test showing $p < 0.001$ indicates the correlation matrix is supporting the factor analysis.

In normality, Shapiro Wilk test has been used for testing the normality as it suitable for sample size data. The $p < 0.05$ represents the normality of data supported by skewness and kurtosis. In construct 1 the values of Shapiro–Wilk $p < .001$, Skewness = -2.66, Kurtosis = 6.19 which represents the data as non-normal. In construct 2 the values of Shapiro–Wilk $p < .001$, Skewness = -0.414, Kurtosis = -1.420 it represents the data as non-normal. In construct 3 Shapiro–Wilk $p < .001$, Skewness = -1.032, Kurtosis = 0.268 it represents the data as non-normal. In construct 4 Shapiro–Wilk $p < .001$, Skewness = 0.624, Kurtosis = -1.134 it represents the data as non-normal. Ordinal logistic regression method used for hypothesis testing.

Hypothesis Testing

Hypothesis 1

To identify the effect of trade union involvement on long term policy formulation the logistic regression analysis represents the $p < 0.05$ hence null hypothesis is not supported and alternate hypothesis is supported.

Hypothesis 2

To identify the effect of conflict approach to conflict management long term policy formulation the logistic regression analysis represents the $p < 0.05$ hence null hypothesis is not supported and alternate hypothesis is supported.

Findings and Suggestions

Employer has to take efforts for development of trust with trade union. Every dispute cannot resolve through statutory bodies but both of them can resolved it internally. Trade union not necessary to put pressure on management by threatening the call for strike. They have to work on amicable solution best suitable for both the parties. Strike is not the solution for all problems, they can utilize it as a last resource. Trade union work as support system to management not a hurdle. Every dispute should refer in the legal context. The process to be followed and action to be taken must be aligned with legally. The conflict resolution process should be followed in a fair way. Both the parties given an equal opportunity for representations. Relationship between management and employees should be good and supportive to each other's. Aim of both the parties to the development of organization. Conflict are unavoidable but only way to deal by handling in proper way. Political affiliation of trade union is the option available to trade union. Trade union is make sure to give prime importance to organization. Organization aim for long term financial growth whereas trade union function to provide all types of support. Human resource department develops the policies for the development of organization and betterment of employees. The representation may not require from trade union for the unfair practices. Management avoid to introduce the unfair policies. The long term policies include the skill improvement practices regularly. Policies are clearly followed the legal way to handle the conflicts and adopt the process without any compromise. Growth opportunities provided to employees and transparent policy formulation is requires. Problems related with workplace need to be addressed timely and resolved properly. Multitasking is the need of time hence employee should understand the importance of it and work accordingly by developing the capabilities.

Discussion for Implications

Trade union has correlation with the formation of long term policies. They are more keen about the interest of the employees. Trade union anticipating the long term impact of policies on employees. Trust between management and trade union keeping the interest of employees on priority. Trade union clearly inform the requirement of welfare facilities to management. They do not anticipate the benefits but communicate to the management well in advance. The proper discussion between management and trade union will arrive to conclusions. This will avoid the future conflicts. The aim of both the parties to resolve the dispute by amicable way. Disputes under the process of court require to settle in best possible way. Management must include the trade union representative in the process of dispute resolution right from the beginning for transparent process.

Both the parties work together for identification of dispute areas and formulate the strategies to overcome it. This way they can avoid the conflict in the organization. Trade union are taking the affiliation of political parties. This will allow the political parties to interfere in the company matters through trade union. There was big question mark of the intention of political parties. So, it is better for employees to formulate the trade union without any political affiliation. This will does help to settle the conflict and develops healthy relationship between management and employees. Financial stability of organization has impact on the employee monetary and non-monetary benefits. Employees provide the support to management rather than create the hurdles by strike. Management take an effort for the development of skills of employee more frequently. They can provide the monetary support to the employees, those are voluntary upgrading the skills from outside. Career path need to be discuss with individual employees and provide clear guidelines. Employees can understand the future growth and work accordingly. Management should allow the respective superior and workers to resolve their work related problems by mutual discussion. It makes sure to avoid the conflict scenarios. Management should set up the timelines for addressing the worker's problems. Employees attitude should have inclined towards achieving the organization goals. Employee should develop the multiple skills for performing in more than one task effectively. This versatile ability of employees gives an edge to the organization for better manpower planning and effective use of available manpower.

Conclusions

Trade union has an impact on long term policies. These policies should have been formulated by considering the trade unions. Long term relationship between management and trade union are depends on the policies of the organizations. Industrial relations do have an impact on the long term policies. Management cannot ignore the aspects of trade union. These policies based on welfare of employees and considering development of employees at work place. All the disputes referred in the dispute resolution framework but approach have been adopted to avoid the conflicts. Attitude need to be developed from employee and management side to resolve the workplace problems by mutual understanding. Management cannot keep the employee's problems unresolved for long period of time. If the solution cannot provide immediately then it has to be communicated to employees by assuring the resolution with time frame. All the grievances need to be address properly without any compromise to the process. Formulating the long term policies by considering the trade union is best way to maintain the industrial peace and achieving the growth.

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