

A Study on the Industrial Relations in the Select Collieries of Eastern Coalfields Limited for the period 2010-11 to 2019-20

Parimalendu Bandyopadhyay (Corresponding Author)
Faculty Member, Department of Commerce
Kazi Nazrul University, Asansol,
West Bengal, India.
email2pari@gmail.com

Maheswar Malo Das
Research Scholar, Department of Commerce
Kazi Nazrul University, Asansol,
West Bengal, India
mmdchin@gmail.com

Structured Abstract

Purpose: Eastern Coalfields Limited (ECL) has acquired a prominent position as an indicator of the growth of economy and industrial progress of the country.

Design/ Methodology: To assess the prevailing state of Industrial Relations (IRs) practiced in select collieries of ECL are harmonious or not.

Findings: It indicates that a congenial atmosphere prevails in the select collieries of ECL that facilitates promoting sound industrial relations in coal belt.

Conclusion: it can be said that industrial relations situation has not been much alarming and it is under control.

Originality/ Value: This research work is very valuable in understanding the climate of healthy industrial relations existed in the select collieries of ECL under the study period.

Implication: Maintenance of harmonious IRs between management and employees in industrial undertaking in the select collieries of

ECL is of great significance in order to boost up the economy of the country.

Keywords: Industrial Relations, Disputes, Collective Bargaining, Welfare and Social Security, Inter Union Rivalry

Paper type: Empirical Study

Introduction

The term industrial relations refers to industry and relations. ‘Industry’ means “any productive activity in which an individual is engaged” and “relations” means “the relations that exist in the industry between the employer and his workmen”

In the wider sense, industrial relations denotes mutual behaviour or attitude with reference to management or employer (a hierarchy of managers and their representatives in supervision), worker (a hierarchy of non-managerial workers), and government. These first two hierarchies are directly related to each other in that the managers have responsibilities at varying levels to issue instructions (to manage) and the workers at each corresponding level have the duties to follow such instructions (to work). But the governments as actors may have function in some industrial relations system as broad and decisive as to override the hierarchies of managers and workers on almost all matters.

Industrial relations are a ‘set of functional interdependence involving historical, economic, social, psychological, demographic, technological, occupational, political and legal variables’.

Different authors have defined industrial relations in somewhat different way. Below are given some oft-quoted definitions.

Professor John.T.Dunlop has expressed “Industrial Relations should not be taken as one which denote the union-management relations operating within the spectrum of industrial relations system, which defines the role; status and the conduct of different groups of people who work together for productive

purposes in an economy characterised by its peculiar social and economic conditions prevailing under given technological market and power context giving rise to the creation of a body of rules to govern the interaction of the different groups of people involved therein”.

He further points out that an industrial relation system at any one time in development is regarded as comprised of certain factors, certain contexts, an ideology which binds the industrial relations system together and a body of rules created to govern the factor at the work place and work communities.

John.T.Dunlop has also explained that industrial societies necessarily create industrial relations defined as the complex of interrelations among workers, management & government. According to him, there are three major actors’ industrial relations viz. workers & their organisations, management and government.

Literature Review

Different eminent experts have given different opinion about the study of IRs. A gist of many studies is discussed herein below.

‘K. Viswanath Kumar Chand’ (1991) carried out a study on the subject “Industrial Relations in Public Sector Industries in Andhra Pradesh State” and it was the 1st work of its kind based on empirical study of state public sector enterprises. His major findings in brief are as follows:

As per his study IRs in public sector enterprises was not harmonious. This was due to unwanted outside political interference on the decision making process of management, high expectation of workers and trade union rivalry. Any action taken against any worker for committing misconduct was strongly opposed by union which aggravated the law and order situation in the public sector enterprises.

T.N. Mathur’ (1990) carried out a study on “Industrial Relations in Post and Telegraphs Department”. The study reveals that Govt. of India failed to maintain harmonious IRs in Post & Telegraph Department. This was due to

Government's reluctance to give due recognition to union and denial of Govt. to recognize union at the time of strike. Multi unionisms, inter-union rivalry and intra-union rivalries made the union weak and as a result the workers failed to be properly unionized. Employees' chief dissatisfaction centered on pay allowances which is very low compared to cost of living index. Even after Fourth Pay Commission Govt. failed to adopt suitable principles for determining the pay and allowance for post and Telegraph staffs.

The study of "M.S. Gujral"(1985) once chairman of coal India Ltd, on "Industrial relations in coal India Ltd" shows that IR situation in coal India Ltd was very pathetic and according to him this was due to lack of conjunction of dedication and durability of management. The dedicated top manager was very rare and the rare one's did not stay long enough to make any noticeable impact in the area of IRs. Besides there was hardly any union who were committed to actual worker's interests. There was acute union rivalry which in turn weakened union. Union's negligence in workers' education scheme and alienation of middle level management and supervisors from the work of undertaking are the reasons of bad IR situation in coal India Ltd.

"R S Davar" (2002) carried out a study on "Industrial Relations in Tata Iron & Steel Co. Limited". It reveals that the Tata Iron & steel ltd has a history of successful industrial relations. This is mainly due to the rapport established between management and labour. TISCO management believes that the human being is the core of the industry. Therefore his needs and fulfillment of his basic necessities were as important as any other consideration in industry such as production and profit. The excellent association of employees with management started with the signing of an agreement by the management and the union way back in 1956. The agreement provided an increasing measure of closure association of the workers with the management in the working of the industry. They believed this would help --

- In promoting increases in productivity for the general benefit of the organisation, the employees and the country.

- In giving employees a better understanding of their role and importance in the working of the industry and in process production and
- In satisfying the urge for self-expression.

This also reveals that IR situation in TISCO is harmonious and labour disputes are settled amicably through direct negotiation between management and labour. In TISCO one can hardly speak of inter-union rivalry. In TISCO there is one recognized union which is sole bargaining agent of all workmen and so the problems get solved easily. The main finding of this study is that for a successful IR situation, a strong healthy union is a pre-requisite and TISCO possessed it. At appropriate stages unions are associated in taking a decision on grievances. This has led to the maintenance of good IR in TISCO.

The study of “Gan Chin Lee” (1989) has given idea about “Industrial Relations in the Japanese Banking Industry”. The study highlighted that the restructuring brought about by management in the matter of employment, re-employment of retired employees, salary system etc. keeping in mind that worker is the asset of any organisation promoted harmonious IR in the organisation. The restructuring was necessitated by the changing environment caused by technological advancement, changes in labour market and the business and economic environment. The manner in which these changes have been brought about shows the cooperative attitude of unions and management and this has resulted in further improving IR in Japanese banking industry.

The finding of the study by “D Masthan and Dr. L. Venugopal Reddy” (1986) on “Industrial unrest in Madanpalle Spinning Mills – A case study” highlighted in tense intra-union rivalries and acute conflict between the union and the management which led to various forms of work stoppages. The most common factors responsible for these work stoppages were economic factors, motives like the recognition of the union, reinstatement of the employees, implementation of the terms and agreement and allegedly rigid attitude of the management towards the demands of the union during the period (June 1966 – June 1979).

The most important study was carried out by “V.V.Giri” (1992) on the topic “Industrial Relations in the Printing Industry of Orissa–A case study of Cuttack” for the period 1936 to 1985. He identified the different interactions that take place among the three actors – Government the employers and their association and the workers and their union using Dunlopian model of IR system. He took some hypotheses and then tested their validity.

His study reveals that the commercial printing industry of the city has not advanced in terms of technology and skill. The poor marketability for the product is the chief cause of the sorry plight of this industry. The labour market of commercial printing industry in Cuttack is characterized by low level of skill. They are the weaker partner in the industry which is not at all favourable for development of harmonious IR. Both employers and workers have formed union but employers union is much stronger than that of workers’ union simply because of the fact that they are unorganized for this in the bargaining process they can not make significant impact which is not at all desirable for an ideal IR systems. Because of less strength of workers union, management violate the legal provisions and try to get more output by informal understanding with the workers. The workers union fails to stop this practice.

The study of “Dr. Ajit Kumar Ghosh” (1978) has given idea about “Industrial Relations in coal Mining Industry in India from 1947 to 1972”. The study highlighted was largely attitudinal; perception and reactions of workers, union and management have been naturally varied with regard to the question of a possible pattern of industrial relations system and its contributory factors. The attitude of workers towards participatory management concept may reflect the concept and practice of workers’ participation in management or collective bargaining, or both. It is, however, to be borne in mind that advocacy of collective bargaining in coal mining industry does not ipso facto mean supplanting compulsory adjudication. In future, management in collieries would have to adopt more enlightened personnel policy conducive of harmonious industrial relation. The political union rivalry, illiteracy of workers and the indulgence of exploitation by management are serious

hindrance to the growth and development of collective bargaining in Indian collieries.

Rajni Pathania (2012) examines the Industrial relation in India in the Era of liberalization. The focus of this study is trends in Intensity of industrial disputes, its causes and the growth of TU in India during the year 1992 - 2011. Results indicates that there is acceptable IR in India, due to the growth of TU and continuous decline in industrial strikes and lockout during the said study period.

Apoorva Ghosh (2012) —A Contemporary Model for Industrial Relations Relook from Global Perspective attempts to query what IR is and analyzes the ways in which it has been defined and understand since its beginning. This paper attempts to suggest a model for IR, so that it can involve all the addressed as well as unaddressed issues. Afterward, this model tested with what have been the academic opinions of how IR should change & respond to the existing realities. The article concludes by proposing empirical testing of this model in the service economy of post-industrial era when we have knowledge workers instead of blue-collar workers, flat team-based structures instead of hierarchy and participative control rather than bureaucracy.

Abhishek Gupta (2014) in his study entitled, —Trade Unions & Industrial Relations, has described that, over the last 20 years, there has been considerable debate about the impact of TU on Productivity, and the implications of different types of labor-market arrangements for economic performance. The most effective way of improving competitiveness is to weaken TU and remove the regulatory structures & rules that restrict managerial decision-making. This research has reviewed a key point to come into view is the importance of the IR climate in improving organizational performance. A positive and cooperative labor management relationship, with extensive joint decision-making, appears to be advantageous to greater organizational efficiency.

Sian Moore & Stephanie Tailby (2015) expressed their views in his research paper under title heading —The changing face of employment relations: equality and diversity. The principle of this paper is to explore what has happened to the concept & reality of equal pay over the past 50 years in the UK. It does so in the context of women employment levels based on labor market participation though their continued overrepresentation in part-time employment,

locating the narrowed but persistent overall gender pay gap in the UK. Finally, this paper suggests the need of a legal framework in order to establish wages equality.

Priya Shrivastava (2015), *The New Age Path of Industrial Relations*, she has described that the main architecture of the Indian IRS was established prior to Independence and leftovers mostly untouched. The nature of this system is highly centralized and the Govt. is the main arbitrator between capital & labor. This article provides a broad overview IR and the labor market reform debate that has arisen in the context of economic changes in India. The structure of the Indian labor market, the overwhelming size of the informal or 'unorganized' workforce, and its location outside the industrial system is the fundamental challenge facing Indian IRS.

Rajesh H & Dr. P.K. Manoj, (2013), *Industrial Relations in the State* has concluded that to avoid conflicts or disputes, an organization should ensure Code of Conduct that each individual organism must follow the Code of Discipline in the organization formulated by the Govt. and made applicable to management and employees. Encourage the mutual trust between the two main actors of IRS should help to manage cooperation, confidence and respect, between the employees and management. The authors suggest establishing the followings in order to minimize the ID: (1) Works Committees (2) Process of CB (3) Wage Boards (4) Grievances Procedures (5) Standing Orders (6) Joint Management Councils, and (7) Suggestion System.

Archna Bhat & Ravikant Swami (2014) described that the tendency of industrial conflicts in our country, right from the economic reforms due to changes in composition & structure base. This study found that number of work disputes, man-days lost, and workers' involvement in disputes showed a gradual decline over the recent years. The numbers of workers involved in strikes were more than the number of workers involved in lockouts and the man-days lost in lockouts were more than the man-days lost in strikes. Intolerance, indiscipline & violence were found to be the prime causes of industrial disputes. Production losses due to disputes were higher in the private sector than the public sector. The study concluded that economic reforms certainly have shifted the power in the hands of the employees.

Sushmita Srivastava (2011) under the topic —Commitment & Loyalty to Trade Unions: revisiting Gordon's & Hirschman's Theories. This article presents an integrated model of the process by which union commitment & loyalty are developed & retained by TU. She argues on the need to view commitment & loyalty as two distinct constructs. The objective is to start re- conceptualization of the differences between union loyalty & union commitment by

revisiting Gordon's Four Factor Theory of Commitment and Hirschman's Exit Voice Loyalty Theory. The paper finds that TU participation is better induced through union loyalty than union commitment.

J. S. Sodhi, (2013) —Trade Unions in India: Changing Role and Perspectives reflects the TU economic contribution in the context of the strong past legacy. The thrust of TU activities has been to engage in the traditional functions of welfare & economic improvement of workers. TU, working in tandem with the Govt. in the first three decades after independence, ensured that workers were well protected and given all the benefits. In view of the globalization challenges, there is a steady change and the managements & unions are entering into CB contracts for improvements in productivity of the organization.

Santosh Govind Gangurde (2014), —The Indian Trade Union Movement: New Challenges put forward his research paper on has illustrated that the Labor market regulations and CB have emerged as crucially important issues in a globalized economy. Given that globalization without doubt involves economic restructuring, the promoter of globalization – World Bank & IMF – increasingly argue that employment has to be sufficiently adaptable to assist adjustment & stress on flexibility in labor markets. Undoubtedly, this has led to reduced job – security and in formalization of labor markets. In this picture today TU face a multitude of challenges from various quarters. The factors like diversity of interests of the working class, the new management techniques that blunt union tactics, the forces of globalization etc., all constitute challenges to the effective working of TU today. In the view of the changing concerns, TU will have to reorient their strategies if they want to successfully meet the new challenges.

Paul Nowak (2015), —The Past and Future of Trade Unionism expressed his views in his research paper under title heading. This paper concludes that the last past five decades has been a period of change and turbulence for the movement, and suggests that this trend will likely be remaining in the decades to come. Although external political & economic aspects will have an important bearing on unions 'scenario, he finally argues that unions remain powerful agents of change in their own right and that a revival of organized labor is not beyond question.

Rhokeun Park (2015), —Employee participation and outcomes: organizational strategy does matter expressed his views in his research paper under title heading. The principle of this paper is to investigate the mediating role of Perceived Organizational Support in the relationship between WPM and organizational commitment, and the moderating role of organizational

strategy in those relationships. He found that Perceived Organizational Support mediated the relationship between employee participation and organizational commitment, and that participation practices were related more strongly to Perceived Organizational Support and Organizational Commitment in companies with a prospector or analyzer strategy than in companies with a defender strategy.

Objective of the Study

The objective of the study is to explain the prevailing state of IRs practised in the select collieries of Eastern coalfields Limited through the analysis of some selected parameter affecting IR over a period of ten years (20010-2011 to 2019-2020) the other objectives are:

- To identify the main factors that affects the IRs in the Coal Mining Industry.
- To explore industrial relations situations in collieries during the period 20010-2011to 2019-2020
- To suggest substantive measures for improving industrial relation in Coal Mining Industry in future.

Hypotheses of the Study

In the present empirical study the following null hypotheses have been formulated:-

- (1) Collective bargaining as an important tool of settlement machinery is not working effectively and it affects industrial relations.
- (2) Welfare Benefits are inadequate and this stand in the way of promoting harmonious industrial relations.
- (3) Social security measures are not up to the standard and this affects industries relations.

- (4) Different forms of disputes are prevalent in collieries and create a state of unhealthy industrial relations.
- (5) Management attitudes / style of functioning is not congenial / comfortable and its affects industrial relations in collieries.
- (6) Multiple trade unions and Inter union rivalry create unhealthy situation in collieries that affects industrial relations.

With the help of these hypothesis, are attempt to get answer to the question, whether the prevailing state of IRs practiced in select collieries of Eastern coalfields Limited are harmonious or not.

Database/Methodology

Here, we have studied the workers attitude through ‘interview technique’- both guided and unguided in considering the more rational and scientific method of technique. Moreover, as such, questionnaires were administered and interview was made on 700 workers, 150 trade union officials and 150 executives in the sampled collieries. Strict attention has been paid to the sampling procedure so that all the requisite characteristics in the unit may not have any scope to lose its representative character.

In order to measure the area of IRs, a pilot survey has been conducted to prepare questionnaire. And on the basis of the replies obtained in the pilot survey hypothesis have been taken into consideration in the area of IRs. The workers in sampled collieries have been categorised in the following five distinct divisions on the basis of responses to the questions made to them.

(a) Very high Degree in agreement (VHDA)

(b) High Degree in agreement (HDA)

(c) Moderate Degree in agreement (MDA)

- (d) Low Degree in agreement (LDA)
- (e) Disagreement (Dis.)

In the subsequent deliberation analysis of responses of all the three parties to the questions is given. Types of questions asked are also discussed to have a clear idea on its linkage to different factors of IRs.

Result and Discussion

Among the various important factors, which determine and regulate this relationship are the IR policy of the organisation, attitudes of both the management and the labour, strength of the labour unions, multiplicity of unions, joint consultation and labour legislations. IRs, however, are primarily a matter of attitudes, i.e. how does the management feel about the labour and vice versa. Good relationship can not, however, be grown overnight, but has to be developed and nurtured by both the parties over a period. It is only through an attitude of mutual trust and respect that harmonious and cordial IRs can develop in an organisation or industry. Harmonious IRs within an organisation is essential for its efficient running. No organisation can function efficiently and produce the goods and services if there are constant strikes and turmoil between the management and the labour. Therefore, peaceful IRs between workers and management are essential for the economic growth of any country. It is impossible to introduce any innovation on productivity improvement exclusively through the various industrial engineering techniques. One of the major problems of a developing country is to increase the per capital income of the population through rapid industrialization as well as through improvement in agricultural field. Industrialization will create more employment opportunities and help in achieving a better standard of living. For rapid industrialization, healthy climate has to be created which will encourage investments and attracts entrepreneurs. One of the major factors which attracts investment is the state of industrial peace. No nation can take up a programme of industrialisation unless the proper climate prevails. Strikes, unrests and lockouts only lead to loss of man-days in industries and consequent monetary loss to the concern as well as nation in term of lost production.

From the above, it is clear that the industrial relationship is also one of the many stages of its stepping into corporate and integrated life. Hence, maintenance of harmonious IRs between management and employees in industrial undertaking in the select collieries of Eastern Coalfields Limited is of great significance in order to boost up the economy of the country.

It is important to note that society is dynamic and industrial society, which is a part thereof, is also changing. So relations among the different participants of the industry constituting what is called IR, is a dynamic one and assume complex and varied dimensions in the changing scenario.

Null Hypothesis 1: Collective bargaining as an important tool of settlement machinery is not working effectively and it affects industrial relations.

Chi-Square at 5% level of significance and at 8 degree of freedom = 15.50%

Here calculated value = 6.415

So, calculated value < tabulated value.

Hence the null hypothesis is accepted (Collective bargaining as an important tool of settlement machinery is not working effectively and it affects industrial relations) implying thereby that the rankings have no group bias.

Table 1 reveals that 336 workers (98 Very high Degree in agreement, 108 High Degree in agreement and 130 Moderate Degree in agreement), out of 700 workers i.e. 48% of the workers belonging to agreement group were happy with collective bargaining process as a tool of settlement machinery which is prevalent in the select collieries of Eastern Coalfields Limited. However, a large number of workers (52%) who do not fall in the above category were not satisfied about the use of collective bargaining in the collieries and they felt that collective bargaining process was not effective as a tool of settlement machinery.

Null Hypothesis 2: Welfare Benefits are inadequate and this stand in the way of promoting harmonious industrial relations.

Chi-Square test at 5% level of signature and at 8 degree of freedom = 15.507

Here calculated value = 5.167

So, calculated < tabulated value.

Hence the null hypothesis is accepted (Welfare Benefits are inadequate and this stand in the way of promoting harmonious industrial relations) implying thereby that the ranking have no group bias.

From the analysis of the above Table 2 it reveals that 53% workers expressed their agreement/consent regarding inadequacy of welfare benefits in the collieries. Since welfare benefits enhance the morale and satisfaction level of workers, inadequacy of such benefits disturbs the IRs climate.

Null Hypothesis 3: Social security measures are not up to the standard and this affects industries relations.

Chi-Square test at 5% level of significance and at 8 degree of freedom = 15.507

Here calculated value = 4.379

So, calculated value < tabulated value.

Hence our hypothesis is accepted (Social security measures are not up to the standard and this affects industries relations.) implying thereby that the rankings have no group bias.

From the Table 3, it is clear that 53% workers were not happy with social security measures provided by the colliery management. They think that the social security measures in the coal belt are not adequate to meet up their need. That obviously affects the IRs climate in collieries.

Null Hypothesis 4: Different forms of disputes are prevalent in collieries and create a state of unhealthy industrial relations.

Chi-Square test at 5% level of significance and at 8 degree of freedom = 15.507

Here calculated value = 5.674

So, calculated value < tabulated value.

Hence our hypothesis is accepted (Different forms of disputes are prevalent in collieries and create a state of unhealthy industrial relations) implying thereby that the rankings have no group bias.

In the collieries workers resort to different forms of disputes like go-slow, work to rule, protest strike, tool down strike, unofficial strike, boycott, gharao etc., when their accumulated issues / grievances are not disposed of. Table-4 reveals that 48% of workers admitted that they resorted to different form of disputes when the management did not pay heed to resolve and kept pending the cases for long period without assurance for settlement. All this disturbs mutual understanding, mutual faith, and mutual trust that results in unhealthy IRs in collieries.

Null Hypothesis 5: Management attitudes / style of functioning is not congenial / comfortable and its affects industrial relations in collieries.

Chi-Square test at 5% level of significance and at 8 degree of freedom = 15.507

Here calculated value = 3.435

So, calculated value < tabulated value.

Hence our hypothesis is accepted (Management attitudes / style of functioning is not congenial / comfortable and its affects industrial relations in collieries) implying thereby that the rankings have no group bias.

From the analysis of the responses of workers on a question placed before them it becomes transparent that 51% workers agreed that negative attitudes of management and their casual handling / style of functioning made them unhappy. This sort of situation affected IRs climate in West Bengal collieries.

Null Hypothesis 6: Multiple trade unions and Inter union rivalry create unhealthy situation in collieries that affects industrial relations.

Chi-Square test at 5% level of significance and at 8 degree of freedom = 15.507

Here calculated value = 8.568

So, calculated value < tabulated value.

Hence our hypothesis is accepted (Multiple trade unions and Inter union rivalry create unhealthy situation in collieries that affects industrial relations) implying thereby that the rankings have no group bias.

Analysis of the responses of workers, trade union officials and management personnel as shown in table-6 that 20% of workers, 20% trade union officers and 24% management personnel did not agree with regard to prevalence of inter union rivalry and multiple trade unions that caused unhealthy industrial relations. However majority of working communities, trade union members and management people agreed that industrial relations could be better if there was no instances of inter union rivalry and multiple trade unions in the collieries.

Conclusion

It becomes thus obvious that for promoting healthy industrial relations in the select collieries of Eastern Coalfields Limited a lot of measures have been taken to dispose of grievances expeditiously and also through joint participation and dyadic involvement of employees. It is very clear from the study that all the parties (viz. management, workers and trade union officials) desired for disposal of issues through collective bargaining machinery. It indicates that a congenial atmosphere prevails in the select collieries of Eastern Coalfields Limited that facilitates promoting sound industrial relations in coal belt. So, industrial climate during the period under study has not shown a constant positive or negative trend of industrial relations. It is the relevance of mixed industrial relations situation. Though during last two years under study there has not been manifestation of work stoppage (may be due to fear psychosis generated from likelihood of closing down of mines.) it does not

necessarily mean a climate of healthy industrial relations existed in the select collieries of Eastern Coalfields Limited under the study period. So looking to overall perspectives of industrial relations, it can be said that industrial relations situation has not been much alarming and it is under control.

For changing mindset (paradigm shift), preparing reservoir of committed, loyal and dynamic work force colliery management should take the following steps that may help promote a healthy IRs particularly in the select collieries of Eastern Coalfields Limited:

- Payment of fair adequate wages, allowances etc.
- Ensuring the implementation of agreed issues under wage board recommendation.
- Introducing a system of employee involvement in various organisational activities.
- Empowerment of employees
- Security in job
- Positive stroking when an employee's performance is excellent and negative stroking when an employee performs poorly.
- Empathic, nurturing supervisors
- Transparent management activities
- High degree of Quality of Work Life(QWL)
- Mental support of top management
- Easy accessibility to management
- Creating a scope of interaction in ritual performance / ceremony
- Existence of homely environment in work place
- Developing mutual understanding between union and management.

References

1. Annual Reports of Coal India Limited.
2. Annual Reports of Eastern Coalfield Limited
3. Agrawal, D. (1982). *Industrial Relations and Collective Bargaining*. New Delhi. Deep and Deep Publications.

4. Agrawal, S.L. (1980). *Labour Relations Law in India*. New Delhi. Macmillan.
5. Beestey, M. (1975). *Industrial Relations in a Changing World*. London. Croom Helm.
6. Bhat, A., Swami, R. (2014) Industrial Conflicts Scenario in India Prabandhan, *Indian Journal of Management*, 7(10), 132-138.
7. Chand, K., Viswanath, K. (1991). *Industrial Relations in Public Sector Industries in Andhra Pradesh State*. New Delhi. Ashis Publications House.
8. Dunlop, J.T. (1958). *Industrial Relation System*. New York. Henry Holt Co.
9. Dessler, C. (1998). *Human Resource Management*. New Delhi. Prentice Hall.
10. Davar, R.S. (2002). *Personnel Management & Industrial Relations*. New Delhi. Vikas Publishing House.
11. Ghosh, A.K. (2007). *Human Resources Management Text & Cases*. New Delhi. Manas Publication.
12. Ghosh, A.K. (1978). *Unpublished Ph.D. thesis submitted by Dr. A. K. Ghosh in the department of commerce, Burdwan University, under the guidance of Dr.R.N. Banerjee, formerly professor of department of commerce Burdwan University*.
13. Ghosh, A. (2012). A Contemporary Model for Industrial Relations Relook from Global Perspective: *SAGE Journals: Management and Labour Studies*, 37(1),17-30.
14. Giri, V .V. (1992). Industrial Relations in the Printing Industry of Orissa—A case study of Cuttack. *ICSSR Research Abstracts Quarterly*, XXI (3 & 4). 233-241.
15. Govind, G., Santosh. (2014). The Indian Trade Union Movement: New Challenges. *Indian Streams Research Journal*, 4(6), 122-129.
16. Gujral, M.S (1985). Industrial relations in coal India Ltd. *Personnel Today*, 6(2), 15-21.
17. Gupta, A. (2014). Trade Unions & Industrial Relations: *Global Journal of Research in Management (GJRM)*, 4(1), 98-110.
18. H, Rajesh., Manoj, P.K. (2013). Trend and Pattern of Industrial Disputes in Kerala and the Implications on Industrial Relations in the State. *International Journal of Scientific Research* 2(11), 341- 344..
19. Lee, G. C. (1989). Industrial Relations in the Japanese Banking Industry. *Indian Journal of Industrial Relations*,25(45), 156-161..
20. Masthan, D., Reddy L. V. (1986). Industrial unrest in Madanpalle Spinning Mills – A case study. *Personnel Today*, 7(3), 19-27.

21. Mathur, T.N. (1990). *Industrial Relations in Post and Telegraphs Department*. Jaipur: Arihant Publishers.
22. Mamoria, C.B., Mamoria & Gankar. (1996). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publication House.
23. Monappa., A. (2004). *Industrial Relations*. New Delhi: Tata McGraw-Hill.
24. Moore. Sain & Stephanie. Tailby. (2015) .The changing face of employment relations: equality and diversity. *Employee Relations : Special Issue: The changing face of employment relations*. 37(6), 705–719.
25. Parashar. Kumar, B & Thakur. Satendra.(2018) Literature Review: A study of Industrial relation management in Indian ordnance factories in Madhya Pradesh. *Sankalan*, 3(1). 134-144.
26. Pathania, R. (2012). Industrial Relations in India in the Era of Liberalization. *IOSR Journal of Humanities and Social Science*, 2(6) 2012, 22-26.
27. Park, R. (2018). Employee participation and outcomes: organizational strategy does matter. *Sankalan*, 37(5), 604 – 622.
28. Paul, M. (2015). The changing nature of collective employment relations, , Employee Relations.*The changing face of employment relations*. 37(6). 645-657.
29. Paul, N. (2015). The past and future of trade unionism, Employee Relations. *The changing face of employment relations*, 37(6), 683–691.
30. Singh, V. B (1968). *Climate for industrial relations, A study of Kunpur cotton mills*. Mumbai: Allied Publishers.
31. Sodhi, J. S. (2013). Trade Unions in India: Changing Role and Perspective|| Indian Journal of Industrial Relations. *Shri Ram Centre for IR & HR*, 49(2). 169-184.
32. Shrivastava, P. (2015.). The New Age Path of Industrial Relations. *International Journal of Business and Management Invention (IJBMI)*, 4(9).40-43.

Table 1

Percentage distribution of workers, trade union officials and management relating to effectiveness/use of collective bargaining as a tool of disputes settlement machinery.

Collective bargaining as a tool of settlement machinery	%		%		%		%		%		
	VHDA		HDA		MDA		LDA		Dis.		
Workers	98	14.0	108	15.4	130	18.6	196	28.0	168	24.0	700
Trade Union Official	20	13.0	21	14.0	26	17.0	56	37.0	27	19.0	150
Management	21	14.0	30	20.0	30	20.0	45	30.0	24	16.0	150
Total	139		159		186		297		219		1000

Source: Authors complied

Table 2

Percentage distribution of workers, trade union officials and management relating to provision of the welfare benefits affecting IRs.

Welfare Measures for Promoting Harmonious IR	%		%		%		%		%		
	VHDA		HDA		MDA		LDA		Dis.		
Workers	112	16.0	126	18.0	133	19.0	210	30.0	119	17.0	700
Trade Union Official	18	12.0	18	12.0	36	24.0	54	36.0	24	16.0	150
Management	18	12.0	24	16.0	36	24.0	48	32.0	24	16.0	150
Total	148		168		205		312		167		1000

Source: Authors complied

Table 3

Percentage distribution of workers, trade union officials and management relating to the Social Security Measures.

Social Security Measures for Promoting Harmonious IR	VHDA		HAD		MDA		LDA		Dis.		
		%		%		%		%		%	
Workers	105	15.0	119	17.0	147	21.0	224	32.0	105	15.0	700
Trade Union Official	24	16.0	30	20.0	33	22.0	39	26.0	24	16.0	150
Management	18	12.0	21	14.0	27	18.0	57	38.0	27	18.0	150
Total	147		170		207		320		156		1000

Source: Authors complied

Table 4

Percentage distribution of workers, trade union officials and management relating to use of different forms of disputes that affect IRs.

Different forms of disputes existing	VHDA		HDA		MDA		LDA		Dis.		
		%		%		%		%		%	
Workers	98	14.0	112	16.0	126	18.0	196	28.0	168	24.0	700
Trade Union Official	24	16.0	21	14.0	36	24.0	45	30.0	24	16.0	150
Management	24	16.0	24	16.0	30	20.0	45	30.0	27	18.0	150
Total	146		157		192		286		219		1000

Source: Authors complied

Table 5

Percentage distribution of workers, trade union officials and management relating to the management attitudes, style of functioning contributing to IRs.

Management attitudes, Style of functioning	VHDA		HDA		MDA		LDA		Dis.		
		%		%		%		%		%	
Workers	98	14.0	112	16.0	147	21.0	238	34.0	105	15.0	700
Trade Union Official	21	14.0	24	16.0	33	22.0	48	32.0	24	16.0	150
Management	24	16.0	27	18.0	36	24.0	39	26.0	24	16.0	150
Total	143		163		216		325		153		1000

Source: Authors complied

Table 6

Percentage distribution of workers, trade union officials and management relating to the inter-union rivalry and multiple trade unions affecting IRs.

Inter-union rivalry and multiple trade union	VHDA		HDA		MDA		LDA		Dis.		
		%		%		%		%		%	
Workers	91	13.0	91	13.0	133	19.0	245	35.0	140	20.0	700
Trade Union Official	21	14.0	27	18.0	30	20.0	42	28.0	30	20.0	150
Management	24	16.0	27	18.0	30	20.0	33	22.0	36	24.0	150
Total	136		145		193		320		206		1000

Source: Authors complied