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## "Labor-Management Collaboration: Exploring Industrial Relations at Central Coalfield Limited, Ranchi Jharkhand"

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### ABSTRACT

This research delves into the multifaceted landscape of the industrial relation system within Coal India Limited (CIL). The study aims to comprehensively explore and analyze the development, implementation, and dynamics of the industrial relation framework within this prominent organization. By adopting a meticulous approach, the research scrutinizes the industrial relation scheme to unravel its intricacies and operational effectiveness within the organizational hierarchy. The objectives of this research encompass a thorough investigation into the nature of relationships prevailing across various organizational levels, with a keen focus on evaluating the interplay between employees, unions, and employers. Through an analytical lens, the study seeks to unravel the nuanced dynamics governing these relationships, elucidating the factors contributing to harmony or discord within CIL's industrial ecosystem. This study aspires to provide a holistic understanding of the industrial relations framework at CIL.

Keywords : - industrial relation system, Coal India Limited (CIL), Dynamics of industrial relation, Industrial relation Through scheme, Employees, unions, employers, Holistic understanding.

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### 1. INTRODUCTION

#### *COAL INDIA LIMITED AT A GLANCE*

Coal India Ltd. (CIL) as an organized state-owned coal mining corporate came into being in November 1975 with the government taking over private coal mines. With a modest production of 79 million Tonnes (MT) at the year of its inception CIL today is the single largest coal producer in the world. Operating through 82 mining area CIL is an apex body with 7 wholly owned coal producing subsidiaries and 1 mine planning and Consultancy Company spread over 8 provincial states of India. CIL also fully owns a mining company in Mozambique christened as 'Coal India Africana Limited. CIL also manages 200 other establishments like workshop, hospitals etc. Further, it also owns 26 technical and management training institutes and 102 Vocational Training Institutes Centres. Indian Institute of Coal Management (IICM) as a state-of-the-art Management Training 'Centre of Excellence'-the largest Corporate Training Institute in India-operates under CIL and conducts multi-disciplinary management development programs.

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### REVIEW OF LITERATURE

1. According to Taylor, the worker does not possess creative ability let alone intelligence and wisdom, the elements of a human-oriented management system which promotes sound industrial relations such as communication, consultation and participation, found no place in the theory.
2. According to Douglas Me Gregor. He gave an impetus to the development of a management theory which focused on the human beings as part of an enterprise which, in turn, was viewed as a biological system, rather than as a machine. Human relations, trust, delegation of authority, etc. were some of the features of this theory.
3. According to The Encyclopaedia Britannica (1961) explains that, The concept of industrial relations has been extended to denote the relations of the state with employees, workers and their organizations. The subject therefore includes individual relations and joint consultation between employers and work people at their work place, collective relations between employers and their organizations and trade unions and the part played by the State in regulating these relations.
4. According to M.K. Singh (1983) Industrial Relations are a vital concern of all-the employers, the employees, the government and the general public as a whole.

5. According to V.B. Singh (1967) is of the opinion that industrial relations are an integral aspect of social relations arising out of employer-employee interactions in modern industries, which are regulated by the State in varying degrees, in conjunction with organized social forces and influenced by prevailing institutions. This involves a study of the state, the legal system, workers and employer's organizations on the institutional level; and that of the patterns of industrial organization (including management), capital structure (including technology), compensation of labour force and the forces of market on the economic level.
6. According to T.N. Kapoor (1968) while discussing the concept of industrial relations, said that the term Industrial Relations should be understood in the sense of labour- management relations as it percolates into a wider set of relationship touching extensively all aspects including wages, welfare and social security, service conditions, supervision and communication, collective bargaining etc., attitudes of parties and governmental action on labour matter.
7. According to R.A. Lester (1964) observes, 'Industrial relations involve at workable solutions between conflicting objectives and values- between incentive and economic security, between discipline and industrial democracy, between authority and freedom, between bargaining and cooperation.
8. According to A.S. Mathur problems of human relationship arising from the sale of services for a wage and working on the premises of employers under their control form the subject matter of industrial relations
9. According to C.B. Kumar (1961) says, Industrial Relations are broadly concerned with bargaining between employers and trade unions a wages and other terms of employment, the day-to-day relations, within a plant also constitute one of the important elements and impinge on the broader aspects of industrial relations.
10. According to Kaufman (2003) on his article says that the term "industrial relations" has developed both a broad and a narrow meaning Originally, industrial relations was broadly defined to include the totality of relationships and interactions between employers and employees. From this perspective, industrial relations cover all aspects of Sthe employment relationship, including human resource (or personnel) management, employee relations, and union-management (or labour) relations. In this view, industrial relations pertain to the study and practice of collective bargaining, trade unionism, and labour-management relations, while human resource management is a separate, largely distinct field that deals with non-union employment relationships and the personnel practices and policies of employers. Both meanings of the term coexist in the twenty-first century, although the latter is the more common.
11. (Sharma & Sundararajan, 1983) In their study on "Organisational Determinants of Labour Management relation in India" Investigated factor determining Labour Management relation in 50 companies. The nine factors study the two include in the best equation hope for advancement and Grievance handling we're found to be the most critical determinants. These two factors accounted for 58% of the variation in Labour Management relation across the 50 companies.
12. Subba Rao. A.V. 1987 In his study entitled, "Labour Management Co Operation and conflict in Indian Steel Industry – a Tale of the two sectors" Examine the comparative level of the labour management co-operation and conflict in public sector Bokaro Steel Plant and private sector Tata Steel Plant. Collective bargaining, recognition of trade unions, closer association of the employee with management and worker participation was the aspect studied.
13. Joseph Stanley's study on "Workers Participation in Management in India in Selected Public and Private Sector Undertakings", examined the influence of socio-economic factors of individuals on the participative bodies, the assessment on impact of participation in the organisation and also identified the problems faced by members of participative bodies. The working of the participative committees was quite satisfactory. Lack of legislative framework and lack of training and education were the two main problems of participation.
14. Narasimha Rao V.L.'s study on "Determinants of Strike Activity in Major Industrial Units in Vishakhapatnam", made an assessment of the strike activity among the employees in the selected units and identified the underlying causes thereof. It was found that strikes happened due to problems of adjustment in the union - management relations. Collective bargaining has reduced the scope for conflict in Vishakhapatnam.
15. Ram Reddy in his research study entitled "Industrial Relations in India: A Study of the Singareni Collieries" aimed at identifying the factors which were responsible for the adverse labour management relations in Singareni and to suggest suitable remedies. The study also aims to evaluate the industrial relations policy of the Government and the processes evolved by it. The researcher ascertains the effectiveness of the various preventive processes adopted in Singareni for establishing harmonious labour management relations and the causes for their failure. The study identified the root causes of strikes in Singareni and suggests suitable measures for minimizing the industrial unrest

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## RESEARCH OBJECTIVES

1. To study the process of industrial relation System in Coal India Limited.
2. To understand the development and implementation process of industrial relation System in Coal India Limited.
3. To analyze industrial relation scheme in Coal India Limited.
4. To find the nature of relationships in and between different organizational levels.
5. To assess the relationship between Employees, Unions and Employers.

### ***Type of Research/ Research design***

- Research design

This study on Industrial Relations has been carried out at Central Coalfield Limited' manufacturing plant. A certain sample of workmen and staff has been chosen for the process. The views of staff and workmen have been extracted separately with the help of a pre-devised questionnaire. And in the due process of the study a detailed analysis has been done on the responses given by them.

- Type of Research

It is Quantitative methods use numbers and statistics to measure data. An employed survey is the type of Survey research, which is a quantitative method that Involves asking question to a sample of people from a population and analysing the Responses. Survey research can be used for various purpose such as measuring employee satisfaction Engagement performance or feedback.

### ***Data Type***

The data collected to carry out the study involves two types of data,

1. **Primary Data:** The primary data has been collected from the employees. This data helps most for the completion of the study by providing full and direct information, which needs some interpretation and analysis, to attain the objectives of the study.
2. **Secondary Data:** This secondary data has been collected from various sources such as books, journals, magazines and sites. Although the data collected or gathered from these sources neither participate directly in the analysis nor influence the outcomes. This forms a basis for an effective approach in making a report of what has been studied. This data forms a part of the report and facilitates to acquire pre-requisite knowledge regarding the study under consideration.

### ***Data collection tools***

To collect the above-mentioned primary data, the following tools can serve at its best:

Structural Questionnaire: The questionnaire consists of a set of close- ended questions, which are orderly arranged to extract the best from employees. In this study we make use of the questionnaire, for collecting the responses of workmen level and staff level separately.

### ***Sampling Plan/technique, sample size***

To carry out the above laid research design and to collect data in the prescribed manner, we have to use a tool that facilitates our study. As we cannot take all employees into consideration certain sample of staff and workmen is considered.

1. **Sampling** To best suit this study a stratified sampling is undertaken. As per the company's requirement the following sampling plan is designed.
2. **Sampling plan:** The employees come to plant in 4-shifts viz., A-shift, B- shift, C-shift and one General shift.
3. **Sampling size:**

The sample size for workmen level is 30

The sample size for staff level is 20

Thus, the total sample size is 50

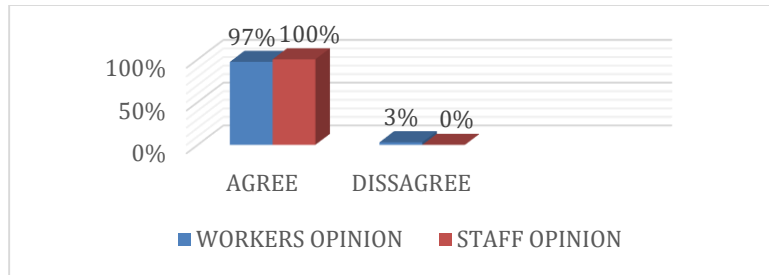
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## **Data Analysis and results**

The following are the analysis, interpretation and graphical representations of the responses collected from the workmen. The inferences are drawn from these graphs as under:

### ***1. Employees' opinion on the overall industrial relations:***

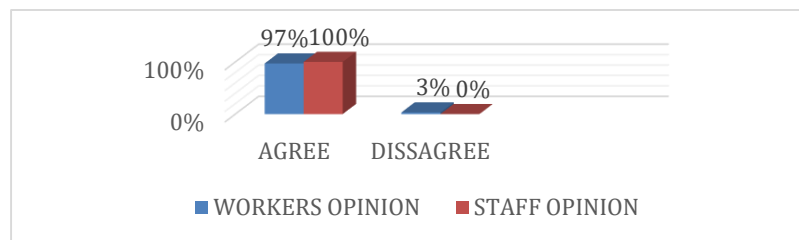
- Graphical representation:



- Inference:
  - ✓ As can be seen in the graph, around 47% of workers are of the opinion that the overall industrial relations are good in the establishment, while 43% of them feel that it's fair whereas 10% of them suggest that it should be improved.
  - ✓ In case of staff, 95% of them are of the opinion that the industrial relations is good at the establishment, while 5% of them feel that it is fair. 3. On the whole majority of the employees at the establishment are satisfied with the industrial relations.

### 2. Employees have free access to the top management:

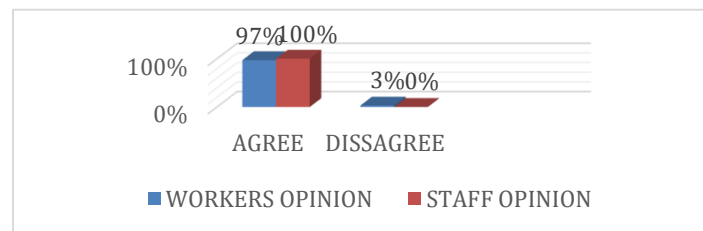
- Graphical representation:



- Inference:
  - ✓ Around 77% of the employees agree that they have free access to the management, whereas 23% of them feel they don't have.
  - ✓ Regarding the staff level, 90% of them are satisfied with it whereas 10% of them are dissatisfied.
  - ✓ On the whole majority of them are happy with their free access to the management.

### 3. The top management listens to the employees patiently:

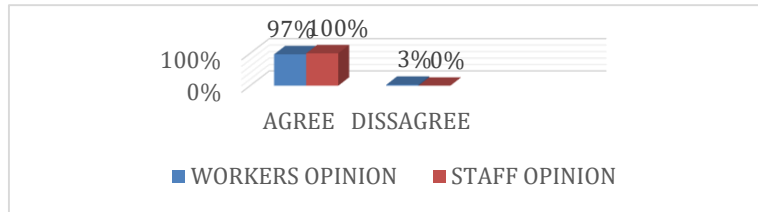
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 97% of the workers agreed that the top management listens to them patiently, 3% of the workers disagree.
  - ✓ From the above graph it has been identified that 100% of the staff agreed that the top management listens to them patiently.

#### 4. The management has faith in the employees as one of the main resources:

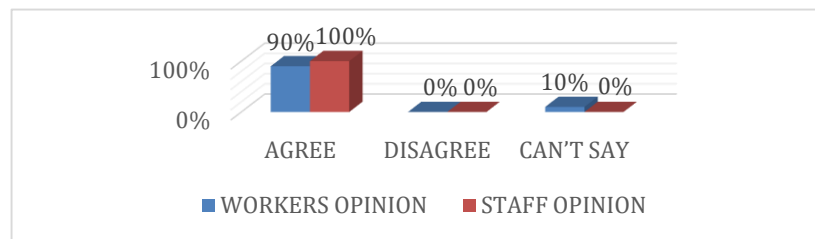
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 100% of the workers agreed the management has faith in the workers as they are one of the main resources to the company.
  - ✓ From the above graph it has been identified that 95% of the workers agreed that management has faith in the staff as they are one of the main resources to the company and 5% of the staff disagreed

#### 5. Whether the employees have confidence in the top management to run the industry efficiently:

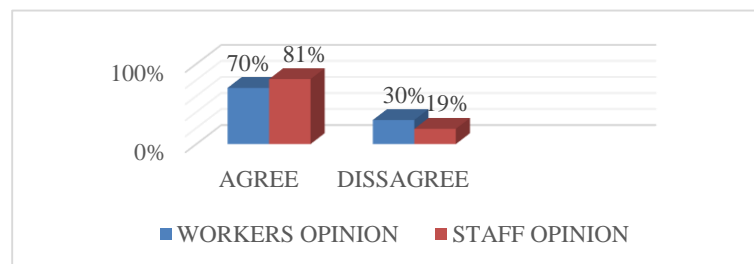
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 90% of the workers agreed that they have confidence in top management that they are capable to run the company efficiently and 10% of the workers can't say any thing
  - ✓ From the above graph it has been identified that 100% of the staff agreed that they have confidence in top management that they are capable to run the company efficiently.

#### 6. Management always expects more from the employees:

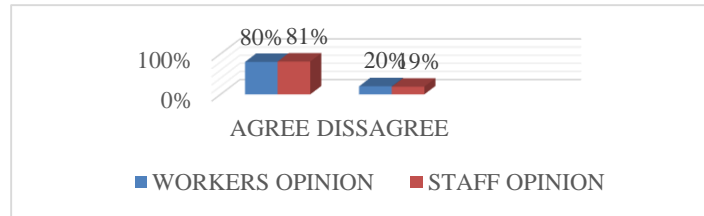
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 70% of the workers agreed that management expects more from them and 30% of the workers disagreed.
  - ✓ From the above graph it has been identified that 81% of the staff agreed that management expects more from them and 19% of the staff disagreed.

**7. The employees always expect more benefits from the management:**

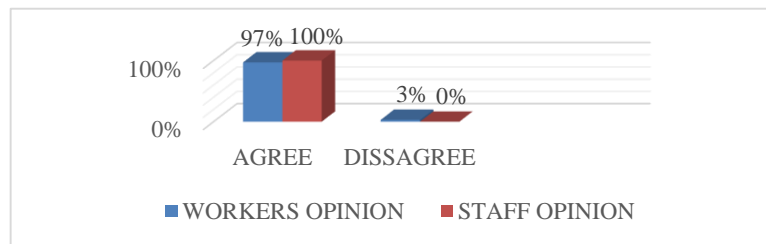
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 80% of the workers agreed that they expect more from management and 20% of the workers disagreed.
  - ✓ From the above graph it has been identified that 81% of the staff agreed that they expect more from management and 19% of the staff disagreed.

**8. The management is satisfied with the employees' performance:**

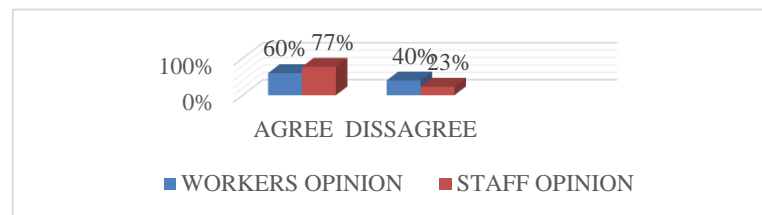
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 97% of the workers agreed that management is satisfied with their performance and 3% of the workers disagreed.
  - ✓ From the above graph it has been identified that 100% of the workers agreed that management is satisfied with their performance.

**9. Employees are satisfied with managements' offers:**

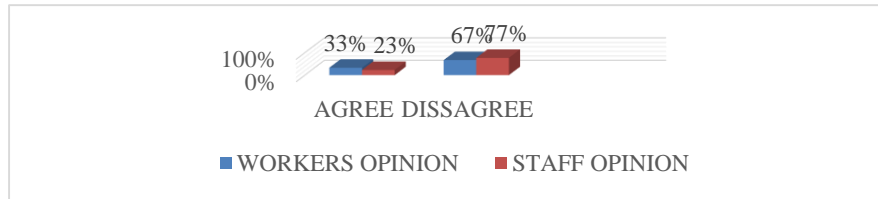
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 60% of the workers agreed that they are satisfied with the man agreement offers and 40% of the workers are not satisfied.
  - ✓ From the above graph it has been identified that 77% of the staff agreed that a they are satisfied with the management offers and 23% of the staff are not satisfied.

**10. There is serious conflict between management and employees w.r.t. wages/salaries:**

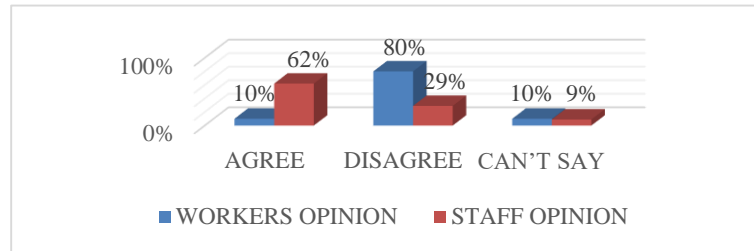
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 33% of the workers agreed that management is satisfied with their performance and 67% of the workers disagreed.
  - ✓ From the above graph it has been identified that 23% of the staff agreed that there is conflict between them and management with respect to wages/salaries and 77% of the staff disagreed.

**11. Canteen, recreation, transport, accommodation is good:**

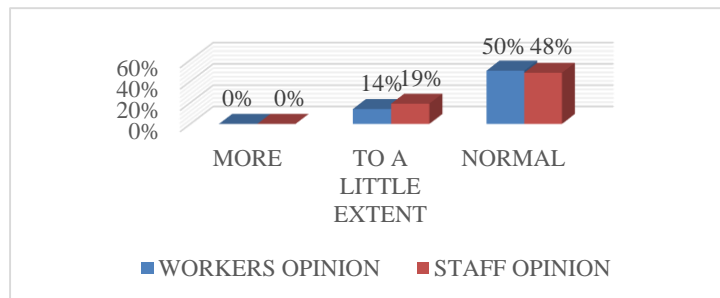
- Graphical representation:



- Inference:
  - ✓ From the above graph it has been identified that 10% of the workers, 80% of the workers and 10% of the canteen, recreation, transport, accommodation's facilities are good fair and not ok respectively.
  - ✓ From the above graph it has been identified the 62% of the staff, 29% of the staff and 9% of the staff opine that canteen, recreation, transport accommodation's facilities are good fair and not ok respective

**12. Indiscipline among the employees:**

- Graphical representation:

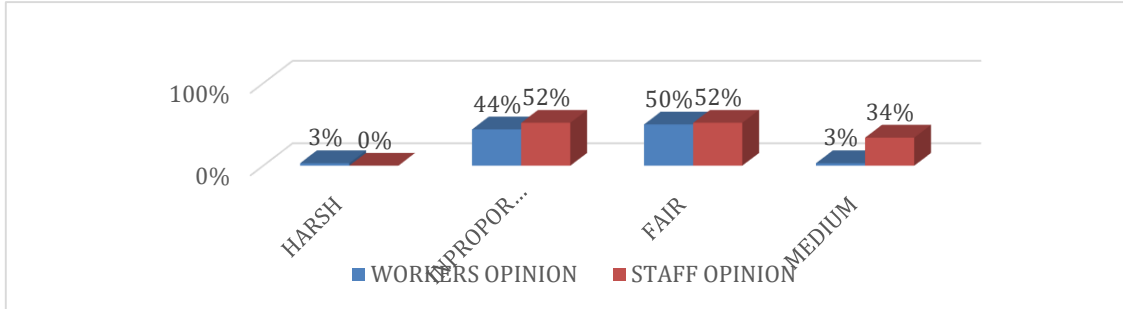


- Inference:
  - ✓ From the above graph it has been identified that 14% of the workers, 50% of the workers and 36% of the workers opinion that the indiscipline among the employees is "to a little extent", normal and absent respectively.
  - ✓ From the above graph it has been identified that 19% of the staff, 48% of the staff and 33% of the staff opinion that the

indiscipline among the employees are to a little extent, normal and absent respectively.

**13. Punishments for indiscipline are:**

- Graphical representation:

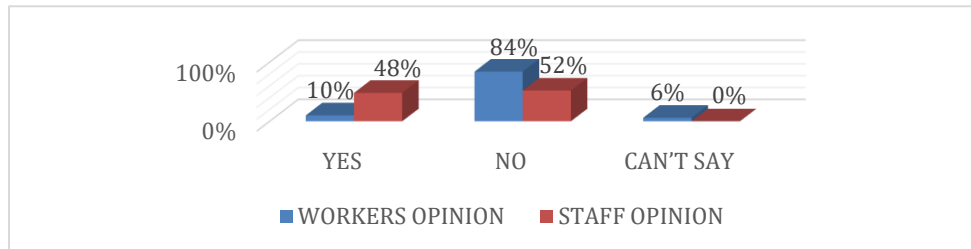


Inference:

- ✓ From the above graph it has been identified that 3% of the workers, 44% of the workers 50% of the workers and 3% of the workers opinion that punishments for the indiscipline's are harsh, In proportionate, fair and medium respectively.
- ✓ From the above graph it has been identified that 14% of the staff, 52% of the staff and 34% of the staff opinion that punishments for the indiscipline's are harsh, unproportionate, fair and medium respectively.

**14. Do you like your children working in this industry if they are employed:**

- Graphical representation:



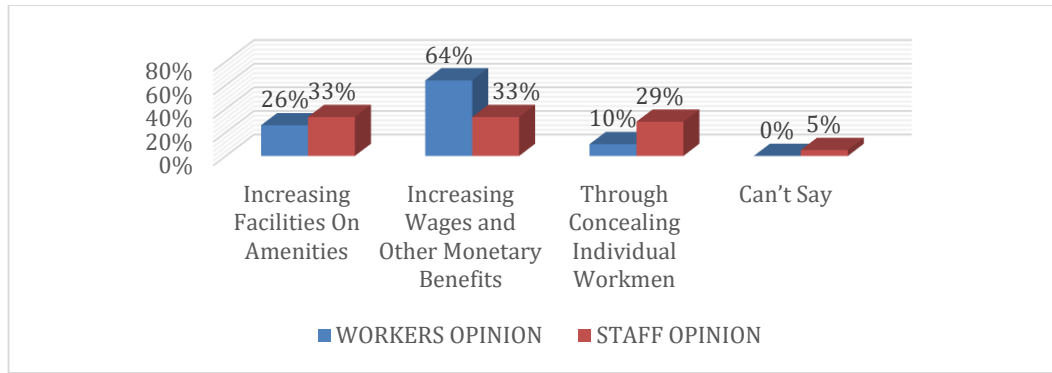
- Inference:

- ✓ Related content from the above graph it has been identified that 10% of the workers opinion that they like their children getting employed in their organization, 84% of the workers are not interested and 6% of the workers can't say.
- ✓ From the above graph it has been identified that 48% of the workers opinion that they like their children getting employed in their organization, 52% of the workers are not interested.

**15. Industrial peace, more than the existing one can be achieved through:**

- Graphical representation:





- Inference:

- ✓ From the above graph it has been identified that 26% of the workers opinion that industrial peace more than the existing one can be achieved through increasing facilities and amenities, 64% of the workers opinion that industrial peace more than the existing one can be achieved through increasing wages and other monetary benefits and 10% of the workers opinion that industrial peace more than the existing one can be achieved through counselling individual workmen.

## CONCLUSION

It has been increasingly realized that the industrial system has brought about a number of complexities which have rendered the management of people in an organization more difficult and complicated than man power management in earlier and simpler societies because free, mobile men and women in modern societies whose complex and ever-changing problems for their managers and employers. Therefore, today's industrial societies have developed a distinct system of management based upon the experience of over 300 years. Modern industrial relations represent a blending of older systems with innovation introduced as society has changed through the ages. Some features of early system even now persist, while other features are the result of industrial revolution and, therefore, represent sharp breaks with traditional, creating challenging problems for the management for many of them may be opposed by the workers.

The employment relationships are not static but dynamic. The most important characteristic is the persistence of change. Technological advances eliminate long established jobs and create opportunities that require sharply different patterns of experience and education. Higher living standards encourage demands for new products and services.