

# *Methods, Procedures And Techniques Used In Industrial Relations And Dispute Handling At MECL, Nagpur*

<sup>1</sup>PROF AVISHKAR WANJARI,

<sup>1</sup>ASSISTANT PROFESSOR,

<sup>1</sup>DEPARTMENT OF ELECTRICAL ENGINEERING,

<sup>1</sup>GOVINDRAO WANJARI COLLEGE OF ENGG & TECH, NAGPUR, INDIA

**Abstract:** This paper has been prepared to study the methods, procedures and techniques used in Industrial Relations and Dispute handling in Mineral Exploration Corporation Limited, Nagpur. It includes study on the use the mechanism of handling conflicts between employers and employees and resolution of the disputes between the Management and the Unions and also the role of various parties' viz., employers, employees, and state in maintaining industrial relations. The data was collected from the live disputes that have happened in past in the organization. On the basis of the study of the disputes the cases have been prepared. The survey was conducted and a questionnaire was made to collect the responses of employees of the organization (executives and non-executives.) to know the reasons for the disputes between the management and the union. From this it was observed that the management should also consider the opinions of the union workers in the decision making process and proper information should be provided to the workers.

**Keywords:** MECL, Industrial Relations & Disputes, Unions

## I. INTRODUCTION

Mineral Exploration Corporation limited (MECL), a schedule B, Miniratna Company is a Government of India Enterprise was established in October 1972 under the Ministry of Steel & Mines, "To bridge the gap between the initial discovery of mineral prospect and its eventual exploitation." Mission of the company is "To provide high quality, cost effective and time bound geo-scientific services for exploration and exploitation of minerals." The Company has its Corporate office at Nagpur, Maharashtra with Zonal Offices and Project Offices at Nagpur/Ranchi/Hyderabad and Project Offices located throughout the country viz. Madhya Pradesh, Maharashtra, Andhra Pradesh, Chattisgarh, Rajasthan, and Karnataka. MECL has carried out various activities such as mining and beneficiation of minerals, production well drilling for CBM and sampling and analysis of coal stocks.

MECL has submitted geological reports on various mineral reserves like coal, lignite, bauxite, copper, gold, lead-zinc, iron-ore, limestone, manganese and several other minerals since inception. The Company was incorporated under provisions of the Companies Act, 1956 and abides by the SEBI guidelines, directives/ instructions issued by the government. The Company is being run and managed by a highly qualified Board of Director, appointed by the Government. The company is headed by CMD and 2 Functional directors viz. Technical and Finance. The Company policies/guidelines are formed with the approval of board for smooth functioning of the business. The company has different sections in HR as Recruitment and Selection, Training and Development, CSR, Industrial Relations etc. the functions of the IR section are high employee morale, uninterrupted production, reduction in industrial disputes, reduced wastage, etc. Industrial relation is defined as relation of Individual or group of employee and employer for engaging themselves in a way to maximize the productive activities. In the words of Lester, "Industrial relations involve attempts at arriving at solutions between the conflicting objectives and values; between the profit motive and social gain; between discipline and freedom, between authority and industrial democracy; between bargaining and co-operation; and between conflicting interests of the individual, the group and the community.

What are Industrial Disputes?

Industrial Dispute means any dispute or differences between employers and employees or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour of any person.

Who can raise an Industrial Dispute?

Any person who is a workman employed in an industry can raise an industrial dispute. A workman includes any person (including an apprentice) employed in an industry to do manual, unskilled, skilled, technical, operational, clerical or supervisory work for hire or reward. It excludes those employed in the Army, Navy, Air Force and in the police service, in managerial or administrative capacity. Industry means any business, trade, undertaking, manufacture or calling of employers and includes any calling, service, employment, handicraft, or industrial occupation or avocation of workmen.

How to raise an Industrial Dispute?

A workman can raise a dispute directly before a Conciliation Officer in the case of discharge, dismissal, retrenchment or any form of termination of service. In all other cases listed at 2 above, the dispute has to be raised by a Union / Management.

## II. LITERATURE REVIEW

A research conducted by Edmund Henry and David Nash (2011) concluded that their research points to a broad range of methods being used to resolve disputes. A major finding from this section of the research was that the different methods of dispute resolution did not serve as alternatives to one another. Rather, they tended to be used in combination. Union officers were generally positive in their assessment of dispute resolution methods and, on this measure the institutions of conflict resolution appear to 'work'. It also revealed a much broader dispute agenda with pensions, privatization, job loss and redundancy, organizational change and other matters featuring as the causes of industrial Conflict. The broader compass of unionised industrial relations in the public sector appears to provide more wide-ranging opportunities for conflict to arise.

Bernard Oladosu Omisore and Ashimi Rashidat Abiodun in their research paper Organizational Conflicts: Causes, Effects and Remedies (2014) concluded that it is quite evident that conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc. This reduces staff satisfaction about the job and also reduces productivity or service rendered. Thus, early recognition of the conflict and paying attention to the conflicting parties is very important. Negotiation between parties involved is the best way to resolve conflict while force should not be used at all. Darling and Fogliasso (1999) concluded that it is impossible to eliminate conflict totally. Managers who try to eliminate conflict will not last long, while those who manage it well will typically experience both institutional benefits and personal satisfaction.

In the research paper, Workplace Dispute Resolution and the Management of Individual Conflict (2014) by Richard Saundry and Gemma Wibberley concluded that persistent concerns over levels of employment tribunal applications, costs of managing individual disputes and the consequent impact on economic performance suggest that the management of workplace conflict remains a fundamental policy issue (CBI, 2011). In recent years, successive governments and policy organizations have sought to reduce regulation, encourage more flexible informal approaches to disputes and promote the use of alternative dispute resolution (ADR) processes, in particular mediation. Most recently, the increase in the qualifying period to two years, the introduction of tribunal charging and new measures over settlement agreements all appear to be designed to reduce the perceived risks that employers face when ending employment relationships.

In the research paper Trade unions and development (1999) by Henk Thomas, the conclusion was given that an in-depth analysis of labor market realities and trends at regional, national, and sub-national levels is called for in order to obtain a realistic insight into a number of factors that all too often have been ignored in more traditional approaches. It is important to examine changing patterns of labor relations in various sized enterprises and firms and understand the relationships that emerge in a post-structural adjustment era. It is necessary to reflect on the role which support institutions may play as well as on the strategic importance of a number of themes, such as the role of women in the trade union movement. In addition, coalitions with the international NGO movement may be auspicious and also prove to be very effective from several points of view.

Agnes Akkerman and René Torenvlied in their research paper Effects of industrial conflict between and within organizations: Contagion in collective bargaining and the deterioration of work relations concluded that, In the present paper we challenged current explanations of industrial conflict, which consider strikes as being independent and isolated events: the bargaining between negotiation partners is not affected by conflict elsewhere, and the conflict has neither an influence on other bargaining events. By contrast, we argued that strikes are not isolated in space from other bargaining events, and are not isolated in time from their consequences for relations at the work floor. Correspondingly, this paper described two important avenues for industrial relations research, and outlined the details of a comprehensive research program in these directions. The aim of the research program is to move from explanations of the prevalence of industrial conflict in sectors and countries to the actual effects of strikes. Effects of strikes are most profound in two areas of study: (1) collective bargaining outside the immediate scope of the focal organizations, and (2) work relations among employees within the organizations that are affected by strikes. For each of these two areas, the paper described a series of interrelated research projects.

## III. DATA ANALYSIS & INTERPRETATION

In order to complete the data analysis, a survey having questionnaire was carried out for the employees (60) of MECL, Nagpur and then the data was analyzed and interpreted. The complete analysis is as represented below.

### A] GENDER

MALE	FEMALE
44	16

TABLE 3.1 : Gender division in MECL

Out of the total respondents 27% employees were female and 73% employees were male

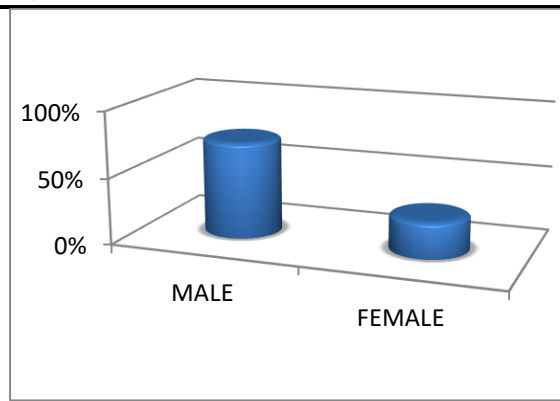


Chart 3.1: Gender Percentage

**B] AGE**

20-30YEARS	31-40YEARS	41-50YEARS	51-58YEARS
20	8	28	4

Table 3.2: Age distribution at MECL

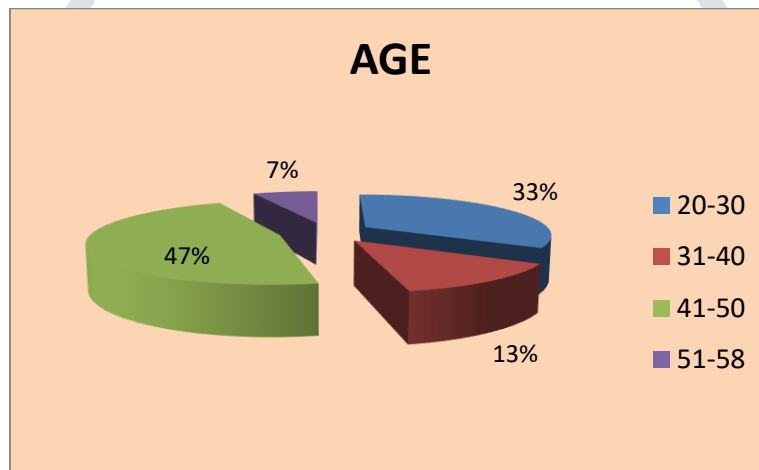


Chart 3.2: Age group employees at MECL

There are 33% respondents lying in the age group of 20-30 years  
 There are 13% respondents lying in the age group of 31-40 years  
 There are 47% respondents lying in the age group of 41-50 years  
 There are 07% respondents lying in the age group of 51-58 years

**C] DURATION OF SERVICE IN MECL**

01-05YEARS	06-10YEARS	11-15YEARS	16& ABOOVE
20	12	20	8

Table 3.3: service duration of employees at MECL

There is 34% respondents lie in the service duration 01-05 years  
 There 20% respondents lie in the service duration 06-10 years  
 There is 33% respondents lie in the service duration of 11-15 years  
 There is 13% respondents lie in the service duration of 16 years and above

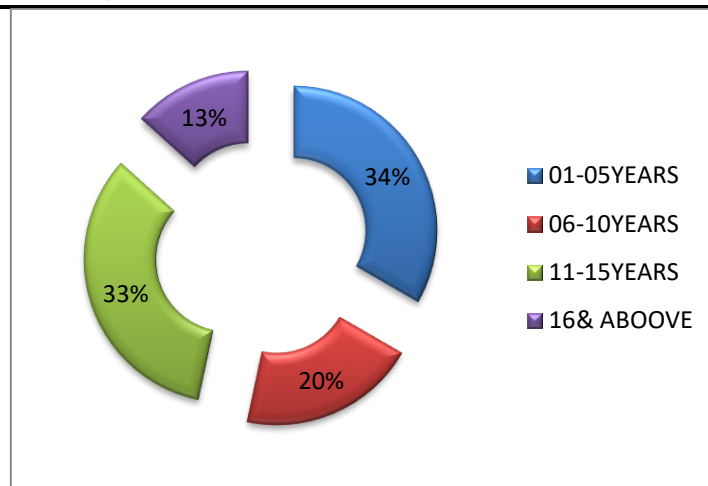


Chart 3.3: Duration of service

**D] Unions are a big help to workers**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
12	36	12	0	0

Table 3.4: Response of employees for Unions

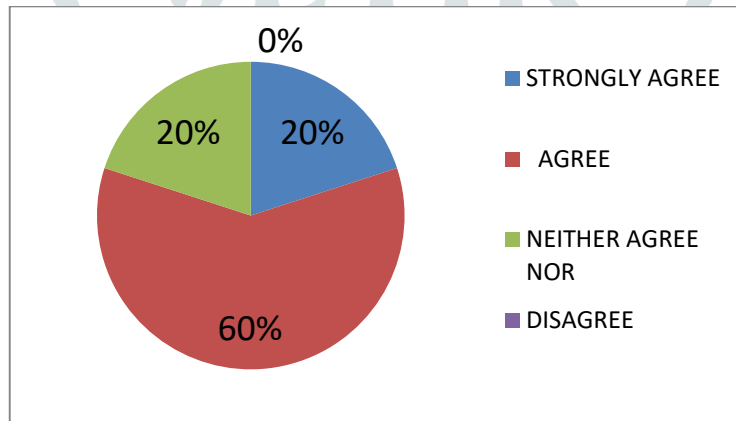


Chart 3.4: Response about unions

Interpretation: out of the sample of 60 respondents, 60% agree that unions are a big help to workers.

**E] .Union workers are less satisfied with their wages and benefits than are non-union workers.**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
12	28	4	8	8

Table 3.5: Response of employees of MECL for wages and Benefits

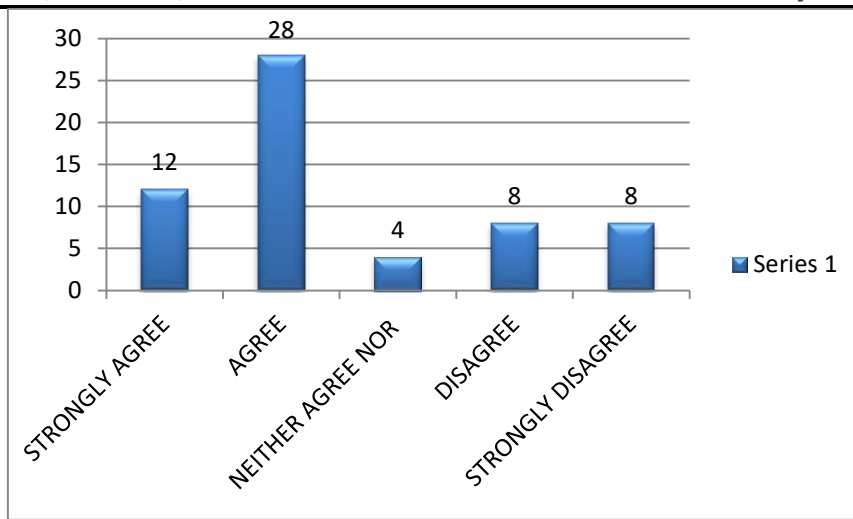


Chart 3.5: Wages & Benefits satisfaction

Interpretation: out of the sample of 60 respondents, 47% agree that Union workers are less satisfied with their wages and benefits than are non-union workers.

**F] Unions protect incompetent workers so long as they belong to the union**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
0	8	0	12	0

Table 3.6: Response of employees of MECL

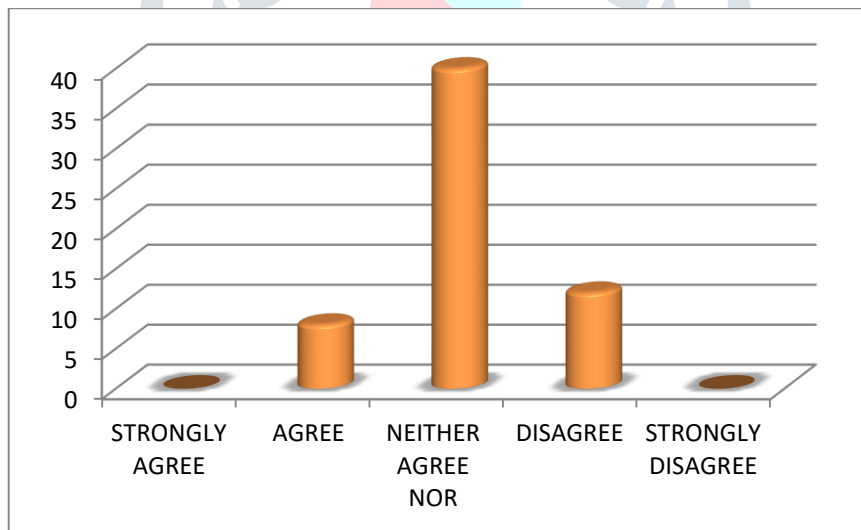


Chart 3.6: Unions protect incompetent workers

Out of the sample of 60 respondents, 67% agree that Unions protect incompetent workers so long as they belong to the union.

**G] Unions are mainly responsible for the adversarial relationship that exists between unions and management.**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
8	12	36	4	0

Table 3.7: Response of employees of MECL about the adversarial relationship

Out of the sample of 60 respondents, 60% agree that Unions are mainly responsible for the adversarial relationship that exists between unions and management.

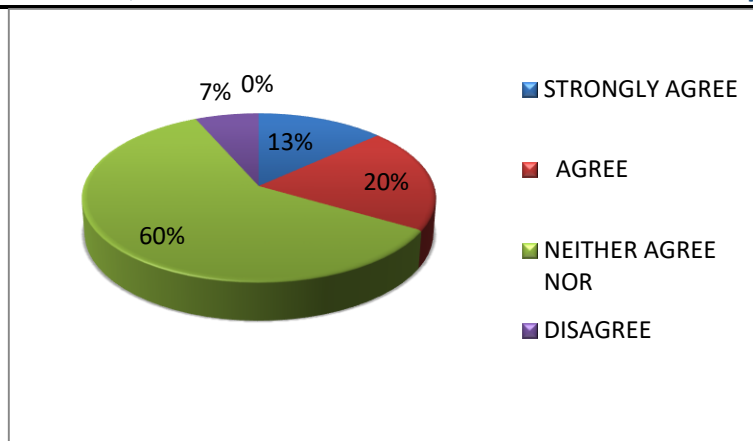


Chart 3.7: Relationship analysis

**H] Unions interfere with management attempts to increase productivity**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
4	40	16	0	0

Table 3.8: Response of employees of MECL about Union interference with management

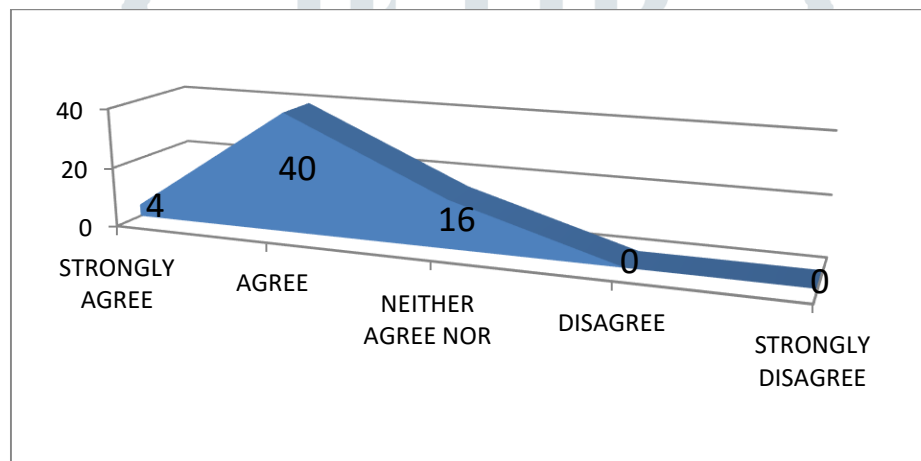


Chart 3.8: Unions interference with management

Out of the sample of 60 respondents, 67% agree that Unions interfere with management attempts to increase productivity

**I] Management should be allowed to hire replacement workers immediately after a strike action.**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
8	16	16	20	0

Table 3.9: Response of employees of MECL about replacement workers

out of the sample of 60 respondents, 33% disagree that Management should be allowed to hire replacement workers immediately after a strike action.

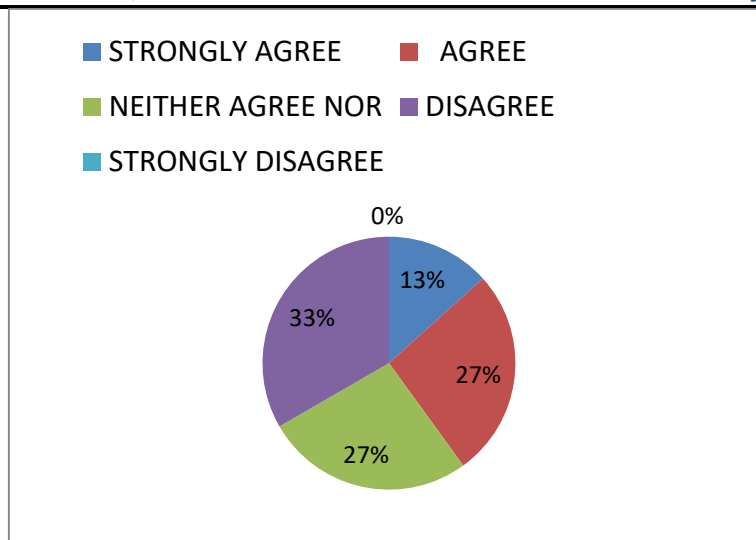


Chart 3.9: About Replacement of workers

**J) Employees are more successful in getting problems resolved with their employer when they bring these problems up as a group rather than as individuals**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
8	32	12	4	4

Table 3.10: Response of employees of MECL about problem solved

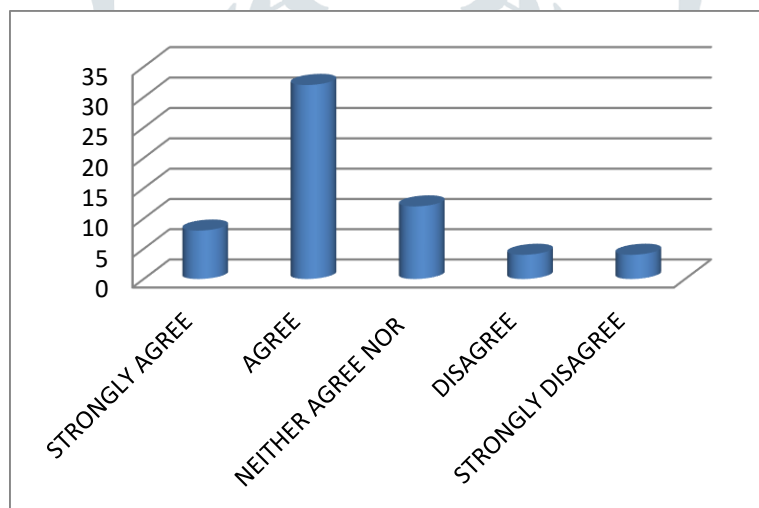


Chart 3.10: Problems resolved analysis

Out of the sample of 60 respondents, 53% agree that Employees are more successful in getting problems resolved with their employer when they bring these problems up as a group rather than as individuals.

**K) Proper information from management is communicated to the workers**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
4	32	0	24	0

Table 3.11: Response of employees of MECL about information sharing from management

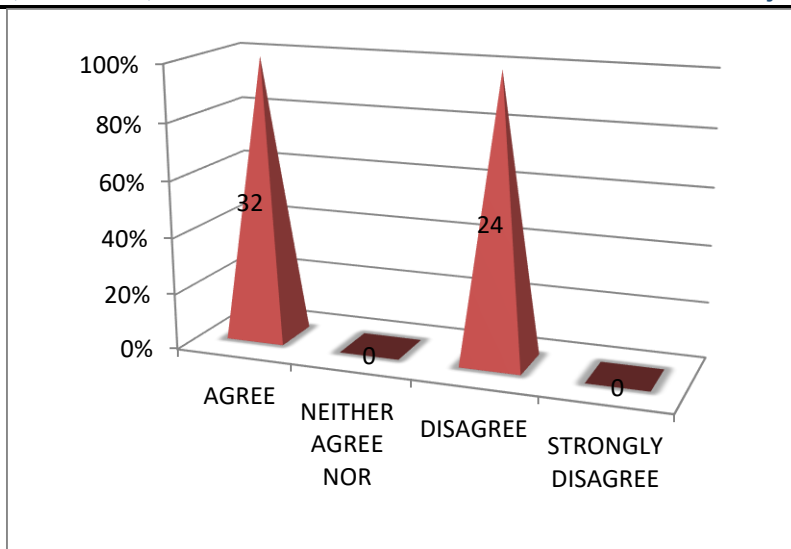


Chart 3.11: Communication of management with workers

out of the sample of 60 respondents, 53% agree that Proper information from management is communicated to the workers.

**L] There is a good team work between the management and the unions**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
8	40	0	0	12

Table 3.12: Response of employees of MECL about team work

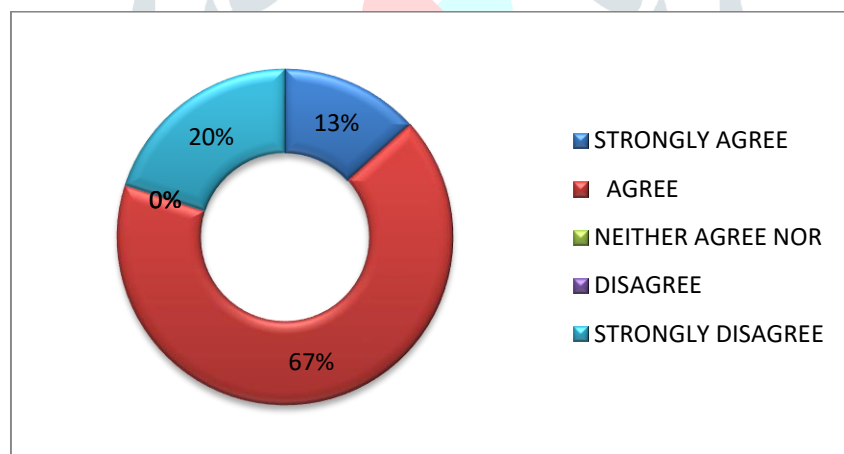


Chart 3.12: Team work

out of the sample of 60 respondents, 67% agree that there is a good team work between the management and the unions

**M] Performance review discussion are conducted in a satisfactory manner**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
0	12	12	32	4

Table 3.13: Response of employees of MECL about performance review discussion

Out of the sample of 60 respondents, 53% disagree that Performance review discussion are conducted in a satisfactory manner



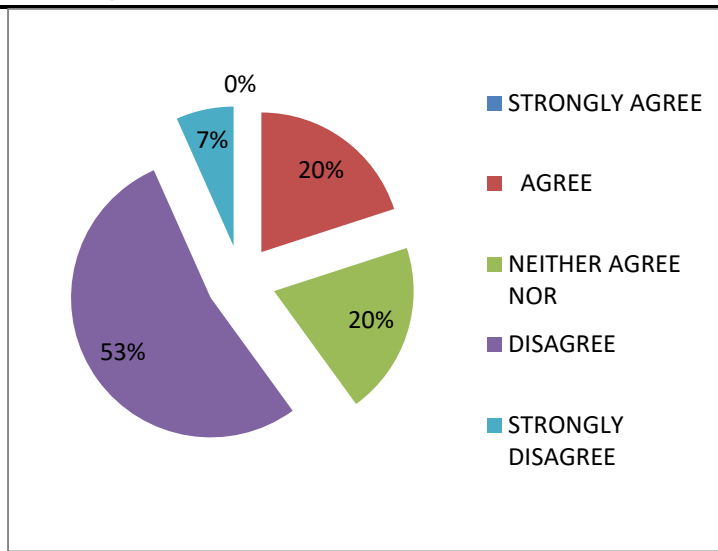
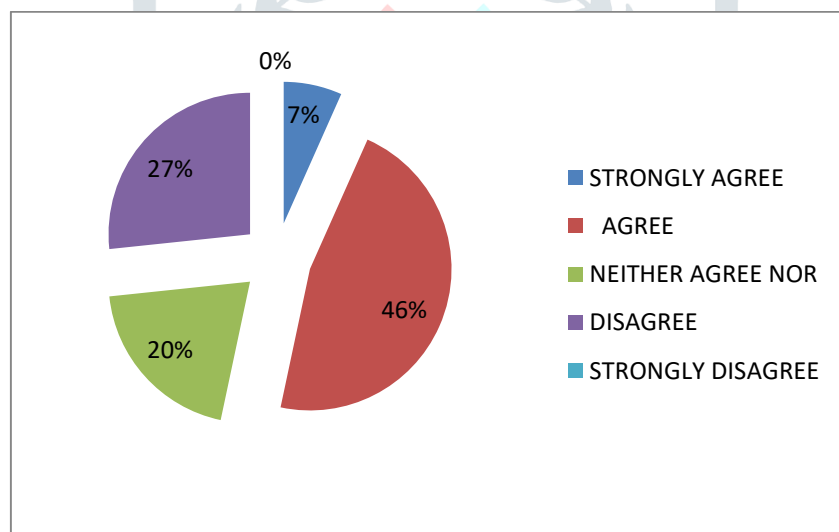


Chart 3.13: Performance review discussion analysis

**N] Management gives opportunity to the union to participate in decision making process**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
4	28	12	16	0

Table 3.14: Response of employees of MECL about decision making process of union



Chapter 6.14: Analysis about unions participation in discussion

Out of the sample of 60 respondents, 46% agree Management gives opportunity to the union to participate in decision making process.

**O] Good working conditions are provided by the management**

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
4	24	4	16	12

Table 3.15: Response of employees of MECL about working conditions

Out of the sample of 60 respondents, 40% agree that good working conditions are provided by the management

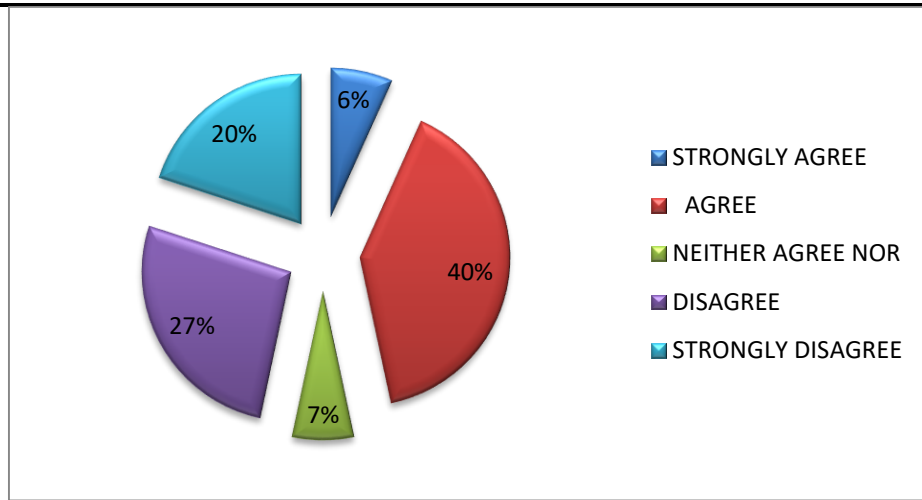


Chart 6.15: Working condition analysis

#### IV] CONCLUSION

- Industrial disputes can be treated as an index variable for the industrial relations situation of a country. Industrial relations actors, i.e. government, employers, management, trade unions and workers have earnestly desired to achieve harmonious industrial relations. In the present study industrial disputes denote work stoppages as well as those differences that are reported and settled through the industrial relations machinery.
- In India dispute resolution process mainly involves -Litigation, Arbitration, Conciliation and Mediation. Despite best effort of all, dispute arises among people and organization. It is important to discover these clashes of interest as quickly as possible through such means as, direct observation of behaviour, analysis of records. An open door attitude, personnel counsellors, morale surveys, exit interviews, and grievance procedure.
- Industrial relations are never a one-sided game but depend on the mutual understanding, faith, and goodwill of all the participants in the industrial relation system. The positive attitude of one party towards the whole issue demands the positive of the others. From the study it can be concluded that the management should make workers a part of a decision making process. Their opinion should also be taken into consideration. For getting desired output there should be good team work between the management and the union.

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#### ABOUT AUTHOR



Mr Avishkar Wanjari has completed his Graduation from Rashtrasanth Tukodoji Maharaj Nagpur University in the Year 2009. He later completed his Masters in Electrical Engineering from Staffordshire University, United Kingdom, in the year 2011. He has also completed MBA in Human Resource and Marketing from RTM Nagpur University in the year 2018. He is now currently working at Govindrao Wanjari College of Engineering & Technology, Nagpur as an Assistant Professor. His area of interest in research is transient over voltages and non conventional energy sources.