
IMPACT OF COLLECTIVE BARGAINING IN MINING INDUSTRY IN ODISHA: A HALLMARK FOR PEACE IN INDUSTRIAL RELATIONS

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ABSTRACT

Article revolves around the collective bargaining process of selected mining industry of Odisha. The complexities of industrial relations have been increasing in a habitual basis. The problem of mis-match has been identified in the negotiation process and have been reviewed through the literature survey pertaining to collective bargaining, work culture and various benefits availed by the workers since antiquities. It has been accolade with the Dunlop model to resolve on the issues. Hence, it has argued that the three players in the industrial relations have to resolve disputes through flexible interaction in the worker's participation in the management, as collective bargaining ultimately ends with the reconciliation that is acceptable to both the parties. Article is a qualitative study into the research approach of collective bargaining. Paper uses ideal model of Collective Bargaining, identifying the gap and determining the objectives of employing tools and techniques viz. reliability statistics, frequency distribution, factor analysis in a comprehensive manner. The findings of the study indicate that collective bargaining has a positive impact on the mining industry in Odisha from the empirical data deduced from the analysis and data interpretation. The genuine co-operation of workers to achieve higher productivity can be gained only by mutual understanding through the process of collective bargaining which is ultimately proven method in the scenario of maintaining peaceful industrial relations.

Key words: Collective Bargaining, Condition of employment, Employment Relations, Trade unions

1.1 Introduction

Collective bargaining is the process by which the parties conduct the search for a suitable solution for varied interests, acceptable to both the parties. Collective bargaining involves the involvement of both the parties who are interested in the industrial relations as a matter of joint regulation. Collective bargaining aims at reaching some settlement, but going by its nature it implies some awareness of necessity. Collective bargaining means some amount of settlement reaching.

The behavioural scientists describe collective bargaining in terms of social, economical, political implications for the society. Collective bargaining directly affects trade union members through the setting of wages, working hours and conditions of employment. It indirectly affects large number of bread winners and encourages their employers to maintain good employment relation if only to avoid unionization. It also affects the consumer, through the production or the withholding of goods and services, the stock holder, through profits or losses of the enterprises, and the government in an attempt to stakeholders and alleviates or prevents industrial conflict.

Collective bargaining is one of the most effective instruments in the hands of the workers to better their conditions. It is just not a method of settling disputes only but also its prevention. The process of discussion and negotiation between the two interested parties, being it an individual

or between groups of persons acting in concert is called collective bargaining (Encyclopaedia of Social Sciences).

Collective Bargaining is a process of resolving labour-management conflicts. It is essentially a recognised way of creating a system of industrial jurisprudence. It acts as a method of introducing civil rights in the industry i.e. management should be conducted by rules rather than arbitrary decision making. The term “collective bargaining” was first used by the economic theorist Beatrice Webb in Britain in 1891. The concept was first used in U.S.A by Gompers. The collective bargaining is made up of two terms. Collective indicating an activity by a group of people and bargaining means negotiation. The two key ILO conventions- convention no-87 on freedom of association and convention no-98 on the right to collective bargaining are the key aspects of Industrial Relations. The labour policy is determined by the complex interplay of three main actors (Dunlop 1958). They are:

1. The government both central and state
2. The employers and their associations
3. The workers and the trade unions representing them.

In order to have harmony in industrial relations the government played an activist role by instituting a variety of labour laws. In the early post independence period the trade unions lacked cohesion. But in recent times the trade unions have become politicised and the powerful leaders of the

major political parties promote their own unions. Strike activity, measured by frequency, days lost or workers involved, has declined significantly in most countries during the past 50 years, although the rates of decline differ between countries and sectors. Trade unions take issues on the behalf of their members and negotiate with the management. With the emergence of the trade unions, the concept of Collective Bargaining has been originated.

When there were no trade unions, workers were at a disadvantage as an individual worker had no power to influence the employer to listen to the problems and to accede the demands. This was the genesis of collective bargaining. Significance of collective bargaining has been portrayed by Supreme Court in Ram Prasad Vishwakarma vs. Industrial tribunal (1961 SCR (3) 196).

1.2 Mining Industry Overview

Mining Industry in Odisha is geographically located in remote places and it is labour intensive industry; even with certain improved mechanisation. The capacities of collective bargaining of the employees are limited. The phenomenon is as old which dates back to early phase of 20th Century. Similarly Mining industry in Odisha started in the fag end of the 19th Century with raw materials which are unique to the eco system. Mining industry deals with the process or business regarding extraction of ore or minerals from mines. The act of extracting is normally done by the

government authority, individual entrepreneurs and business owners. The economy of India is endowed with the mining industry which contributes significantly as mining is a major economic activity. The total industrial sector contributes around 10% to 11% of GDP out of which the mining industry itself contributes for 2.2% to 2.5%. Odisha being rich in constitute 28% iron ore, 24% coal, 59% bauxite and 98% chromite of India's total deposits Odisha has emerged as a key state with regards to the mineral and metal based industries.

The state leads in iron, steel, Ferro alloy and aluminium production and has a strong base for coal based power generation. The mineral belt is spread over an area of more than 6,000 sq km. During 2014-15, mining was underway in nearly 173 mines. This has opened up immense possibilities for locating mineral based industries for manufacturing Steel, Cement, Alumina and Aluminium and Titanium etc.

Currently there are 596 mining leases in Odisha. Out of which public sector under government of India have 44 leases, public sector under government of Odisha holds 49 leases and rest 503 leases in private sector.

1.3 Government's Role for the Mining Sector

For governing the mining sector there are laws i.e. The Mines and Minerals (Development and Regulation) Act, 1957, (MMDR) and the Mines Act, 1952.

Furthermore, the government has formulated the National Mineral Policy, for granting permission to the private investment for exploration of 13 specified minerals. This policy was again revised in the year 1994. The government's role is to provide a framework against which negotiations can be conducted.

2.1 Problem Identification

For social, economic and potential progress to happen, the essential condition is to maintain harmonious relation by the human beings. Due to the rise in the complexity of the modern industrial system, numerous problems arise in the industrial relations scenario. The gap between the owners of the industry and the employees who work in it keeps on increasing due to the complexities. This gap gives rise to conflict in labour management relations. As a result of the conflict there is drastic fall in the level of production which further adds to hardship of the community. From the very beginning these difference of opinion has been existing. Workers keep his competence and exert effort to achieve higher wages and other economic benefits, great amount of job security in the course of employment. Workers feel that they should be provided with freedom and dignity at the work place. The employers on the other hand view this as encroachments upon their profitability, their freedom to hire and fire and to control the operation of their enterprises as a whole. There has been existence of conflicts and differences which leads to disputes

between the employers and the employees. It would be wrong to presume that the disputes between the two leads can be halted. The present study addresses this issue and also examines the impact of collective bargaining between employees and employers to determine the condition of employment and study the benefits availed by the workers in terms wages and other fringe benefits (real benefits) through collective bargaining.

3.1 Literature Review

Collective Bargaining has been an important academic research topic since the term evolved in the year 1891. From then on, there have been research studies undertaken to address the issues of Collective Bargaining. The reviews on some of the researchers in the domain are given:

Literature Review has been categorized in accordance to the following:

- Studies concerning about Collective Bargaining.
- Studies concerning work culture.
- Studies concerning various benefits availed by the workers.

Studies concerning Collective Bargaining:

- Perlman (1936): Believes that collective bargaining is not just meant to demand to raise wages, improvement in working condition and terms of employment or to establish democracy at workplace rather it serves a bigger purpose.

- Spinrad William (1960): Examines about comparing the participant and non-participant members of trade unions, inter relationship between the variables.
- Beaumont P.B., Thomson A.W.J., Gregory M.B. (1980) : There are multi-employer versus single employer, company versus plant level bargaining ,and the various public policy issues involved and also management decision on the bargaining structure.
- Moberly Robert B. (1983): The study emphasis on worker ownership, the concept of employee stock option plan (esop),the weaknesses in the law of collective bargaining especially where tribunals have limited and the duty to provide information and the scope of bargaining.
- Farber Henry S. (1986): The major finding is about the role that unions play in the economy.
- McCall J.B. (1986): This study examines on the finding that Collective bargaining depends upon particular skills at different stages for its successful outcome. Identification of these skills and an ability to use them accurately is essential for today's manager.
- Proceedings of the Twenty-Seventh Annual Winter Meeting of the Industrial Relations Research Association (pp. 150-162)1988: The bargaining process is an effective institution for dealing with issues in industrial relations.
- Gani A.(1996) : Discusses about the pros and cons of joining the unions. Economic and protective motives appeal much to workers to join unions, dissatisfaction with the unions and their leaders, and fear of victimization keep a large number of non members away from unions.
- Schregle Johannes (2000): Introduction of workers' participation by legislation or agreement, solid and effective training system as a basis for the functioning of any scheme of workers' participation, whether in the form of collective bargaining, works councils,workers' representation on management boards or workers' involvement at the shop-floor level.
- Ratnam C.S. Venkata, Jain Harish C. (2002):Examines about the extent of female participation in trade unions in India and the reasons for the low female membership and participations in the trade unions in India.
- Boulanger Marc , Kleiner Brian H.(2003):The study examines what both sides of parties would be thinking at negotiation time.
- Jordan Lisa, Bruno Robert (2005):The study shows the benefits if the union gets recognition and gaining certification. He further elaborates about the first contract being the ability of the union to leverage power..

- Seifert Roger (2015): Examines collective bargaining, strikes, and public policy. Firstly when Marxists survived and thrived in industrial relations departments until after 2000, through closing courses and choking off demand. This shows the hypocrisy surrounding notions of academic freedom, and throws light on the determination of those in the labour movement and their academic allies to push forward wage controls and bargaining regimes, alongside restrictions on strikes.
- Nowak Paul (2015): Unions remain powerful agents of change in their own right and that a revival of organised labour is questionable.
- Pattanayak Subhrendu , Saha Shubhayu, Sahu Pravash, Sills Erin , Singha Ashok, Yang JuiChen, (2010): The researcher emphasis on the human development index. The villages which are close to the mines are very prone to the illness. They also have less forest benefits because forests are more degraded.
- Jena Satyajit, Guin K.K, Dash S.B. (2011): This researcher put the important of trust between the employees and the employers working in the organisation.

Studies concerning work culture

- Kenneth G. Dau Schmidt (2004): The researcher suggest that there are changes in the methods of production which leads to changes in the employment relationship and the collective organization of workers. Due to change in technology and globalisation there can be change in the relationship of the employees working in the industry.
- Bradon Ellem, (2008): Researcher concludes that the relationship between unions and social formations play a pivotal role in a company.
- Marelli Enrico, Signorelli Marcello, (2010): The important policy implication is to have the EU Lisbon strategy i.e. to create more and better jobs working effectively.
- Motsomi Ndala Marobela, (2011): Researcher contributes to the industrial relations involving diamond mining company and between the Mine Workers Union over the issues of pay bonus and collective bargaining. The finding elaborates on the loss of employment and dreams shattered for 461 dismissed workers who depended solely on this work as their only source of income.
- Darlington Ralph. (2012): Researcher contributes to the understanding of the multi dimensional causes of strike activity.
- Varkkey Biju, Kumar Randhir. (2013): The researcher concludes that the labour hoarding as a strategy for workforce management for the members.

- Sarkar A.N.(2013):The researcher finding suggest that effective monitoring and evaluation of the provision of the acts relating to mining, minerals, metals, energy, power, environment, etc. will ultimate be profitable on the part of the company. Transparency in the review and reforms processes with a help to pave the way for the future strategy. These two economy are given undue importance i.e. mining economy vs national economy.
- Boniface Michael ,Rashmi Michael. (2013): In the process of collective bargaining interest based bargaining is the connection between the negotiators. Due to the negotiation taking place it accentuates to collaboration.
- Fonsecaa Alberto, McAllisterb Mary Louise, Fitzpatrickc Patricia (2014): The researchers discusses about the minor changes taking place due to change in the broad framework of the mining companies .The researcher finding suggest that if the minor changes are reported accurately then it helps in the path of profitability and sustainability.
- Laurent Scaringella. (2016): This study examines how trust and mutual understanding playing a pivotal role in the framework of industrial relations.

Studies concerning various benefits availed by the workers

- Dunlop (1958): Focussed on the issues involved in the process while

defining collective bargaining as a system which sets modifies and administers workplace rules, a procedure to determine the amount of compensation and distribution of economic benefits for employees.

- Beach (1979): Collective bargaining revolves around the process of negotiation backed by administration. These include the collective agreements, covering wages, hours of work and other working conditions of employment.
- Kelly John (2015): The increase in general strikes in parts of Western Europe and of protest campaigns involving unions and civil society organizations. The term “outcomes” should be used broadly to refer to the impact of action on substantive union goals, on the organizational capacity of the trade unions, such as membership and finances, and on the labour movement more generally, both trade unions and political parties.

The above reviews of authors collected from the literature survey empirically reflect on the dimension of research.

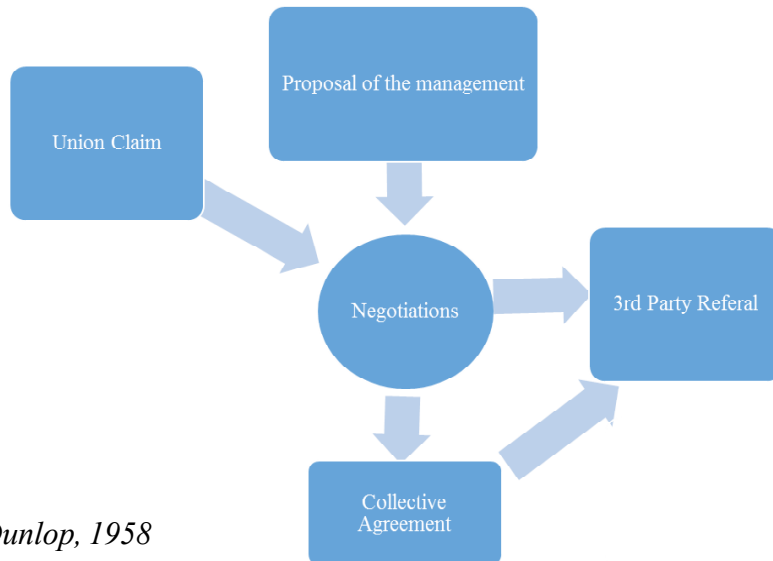
4.1 Research Gap

It is observed from the literature survey that most of the researchers on Collective Bargaining have focussed on the bargaining process but no relevance is given on what impact does it have on the employees (workers and labourers) in order to determine the condition of

employment. Limited study has been done in the Mining Industry in Odisha context. This study attempts to find out the benefits availed by the workers in terms of wages and other fringe benefits through the process of Collective Bargaining and also

suggest certain measures for successful working of collective bargaining in the mining industry in Odisha. The research study has a blend of qualitative and quantitative approach of collective bargaining with pertinence.

Generic Process of Collective Bargaining



Source-Dunlop, 1958

4.2 Research Methods

This part discusses the research methodology procedure used for this present study. It covers the research design, types of data sources, sampling technique, data collection process, statistical tools, coverage and the procedure of analyzing the data in detail. Then, it presents the research objectives and the appropriate methodology to accomplish the objectives. Following this the research designing and data collection procedure is explained.

4.2.1 Research Objectives

- i) To study the benefits availed by the workers in terms wages and other fringe benefits (real benefits) through collective bargaining.
- ii) To study the work culture for collective bargaining.
- iii) To suggest measures for successful working of collective bargaining in the mining industry in Odisha.

4.2.2 Universe of the study

Joda located in the Keonjhar District was

selected as the universe of the research for many reasons. First and foremost, Joda, has richest iron deposits in India and is a hub for many big industries in Odisha. Joda has many big industries and has a lot of man power, backed by mechanized and non mechanized mining ore processing units. So the process of collective bargaining happens and impact factor is more in these mining companies on a larger basis. Joda Circle has 24 running mines and has a significant production with lot of man power. Therefore, conducting research in this location was of sizeable benefit and provided useful insights to collective bargaining for the mining industry as a whole.

4.2.3 Research Design

This research comes under exploratory research type, as it is a preliminary study of an unknown problem about which the researcher has limited knowledge and wants to generate new ideas (Saunders, et al., 2011; Krishna swami and Ranganatham, 2003). According to Eriksson and Widersheim-Paul (1982), the three types of research are exploratory research, descriptive research, and explanatory research.

Exploratory research was found to be more appropriate for this study to explore the importance of collective bargaining and what impact does it have on Odisha's mining industry with reference to Keonjhar district. The research is exploratory and descriptive in nature. It shall blend both qualitative and quantitative research.

4.2.4 Data collection method

Survey Method in form of questionnaire, in-depth interview i.e. Interview schedule for employees & Interview guide for workers and labourers.

4.2.5 Sampling techniques

According to Malhotra (2004) in case of non-probability sampling method sampling units are primarily based on researcher's decision. Accordingly, this present study also used non-random sampling methodology on the basis of different grounds. Convenience sampling was considered to be most suitable for this study as the study addresses to mining area which is located in remote places of Odisha.

4.2.6 Source of Data

The research work is mainly based on primary data and secondary data sources. Information relevant for the study shall be collected from secondary sources like journals, magazines, published and unpublished research works and websites. Primary data shall be collected from questionnaires applied to sample respondents, group discussions and structured and unstructured interviews.

4.2.7 Survey Instrument

A well-structured questionnaire shall be designed to gather data required for this research. This study shall be undertaken with the questionnaire being distributed to 130 respondents. The number of questions distributed to the management representatives were 30, trade union

representative were 30, workers were 90 in number. My sample unit were Employees (workers & labourers), Employers or management representatives and Trade unions representatives of the mining industry.

To test the reliability of the research instrument, Cronbach's coefficient alpha was used through SPSS to examine the internal consistency of items of the scale.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.749	.726	16

Source: Researcher's own computation with the aid of SPSS

5.1 Data Analysis

Quantitative analysis often utilises descriptive and inferential statistics as well

Table 5.1 represents that 84.6 percent of total participants are male and also 15.4 percent of females.

as frequency tables, sample size, averages and measures of variations etc. (Bryman, 2008). In contrast qualitative analysis deals with narrative analysis with words.

Descriptive Statistics

Initially in descriptive analysis, frequency distributions were performed on selected sets of socio-demographic data. Several frequency distribution tests were conducted to analyze the demographic as well as collective bargaining characteristics which are highlighted as under:-

Table 5.1 Frequency Distribution of the Sample on the basis of Gender

	Frequencies	Percentages
Male	110	84.6
Female	20	15.4
Total	130	100.0

Source: Field Survey

Figure 5.1 Gender Wise Distribution of Sample Respondents



Table 5.2 Frequency Distribution of the Sample on the basis of Organizational Structure

	Frequencies	Percentages
Worker	90	69.2
Trade Union Representative	6	4.6
Management (Employer)	34	26.2
Total	130	100

Source: Field survey

Table 5.2 represent the profile of organisational structure of the respondents. The table depicts that the respondents comprises of 69.2% of workers, less number of trade union representatives and 26.2% of management or the management representatives were there for the responses.

Figure 5.2 Organizational Structure Wise Distribution of Sample Respondents

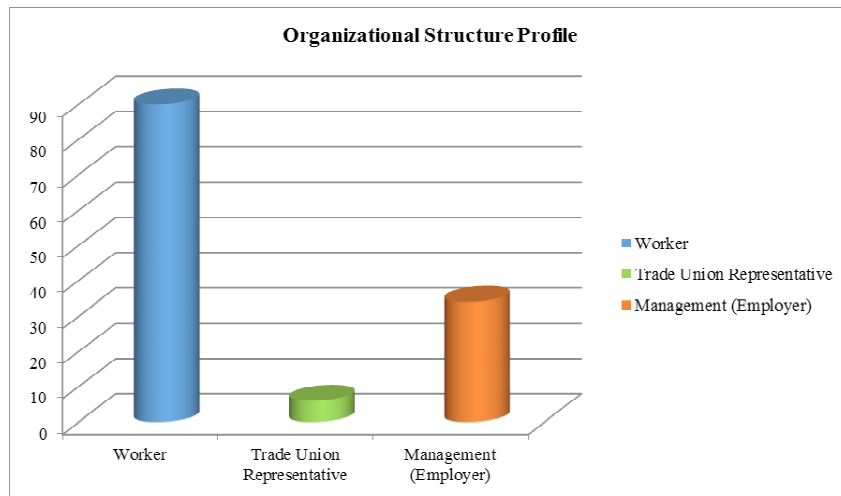


Table 5.3 Age-Wise Distribution of Sample Respondents

	Frequencies	Percentages
18-30 yrs	78	60.0
31-40 yrs	16	12.3
41- 50 yrs	30	23.1
51-60 yrs	4	3.1
60 yrs above	2	1.5
Total	130	100

Table 5.3 represent the frequency distribution of the age for the respondents. The age has been classified and it is seen that majority of people are in the age group of 18-30 years in the mining area.

Table 5.4 Experience Wise Distribution of Sample Respondents

	Frequencies	Percentages
less than 1 year	20	15.4
1-5 yrs	65	50.0
5+ -10 yrs	36	27.7
10 yrs above	9	6.9
Total	130	100.0

Source: Field survey

Table 5.4 represents the work experience of the respondents in the mining area of Odisha. Many respondents come under the bracket of 1 to 5 years which means that those who are working in the mining sector are happy with the work they have undergone and simultaneously proper training is being imparted to increase their efficiency.

Table 5.5 Salary Wise Distribution of Sample Respondents

	Frequencies	Percentages
less than 30000	90	69.2
30000- 40000	4	3.1
41000-50000	2	1.5
51000-60000	8	6.2
61000-70000	15	11.5
81000-90000	6	4.6
90000-100000	3	2.3
Above 100000	2	1.5
Total	130	100.0

Source: Field survey

Table 5.5 represent the salary slab of the respondents .The outcome of this table is that many respondents come under the first salary slab i.e. less than 30,000.Except from the salary they get fringe benefits, medical allowance etc.

6.1 Factor Analysis - Factor Analysis for measuring Collective Bargaining

To analyse the scope of bargaining ,the measurement to find out in which area the

collective bargaining is being practised in the mining companies of Odisha's mining industry a couple of factors were put to determine which factor or factors has significant importance and impact on Collective bargaining which was the second objective in my research study. The intention of factor analysis was to find out which are the factors necessary in the area of collective bargaining in mining companies in Odisha's mining industry.

Table 6.1 Total Variance explained

Components	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.488	22.620	22.620	2.488	22.620	22.620
2	1.737	15.794	38.413	1.737	15.794	38.413
3	1.356	12.326	50.739	1.356	12.326	50.739
4	1.125	10.232	60.971	1.125	10.232	60.971
5	.981	8.921	69.892			
6	.944	8.580	78.472			
7	.753	6.842	85.314			
8	.636	5.780	91.094			
9	.514	4.669	95.764			
10	.274	2.492	98.255			
11	.192	1.745	100.000			

Source: Author's own computation using SPSS

The Bartlett's test of sphericity for factor analysis on Scope of Bargaining is applied. The approximate chi-square statistic was 1047.071 with 55 degrees of freedom, which was significant at the 0.01 level. The value of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.769) was also moderate (>0.1). Thus, factor analysis was

considered an appropriate technique. Factor analysis brought out four factors in all explaining 61.089% of total variance. The extracted communalities ranged between 0.400 and 0.661. The factor (At the moment, Working Conditions) registered the highest factor loading value of 0.661.

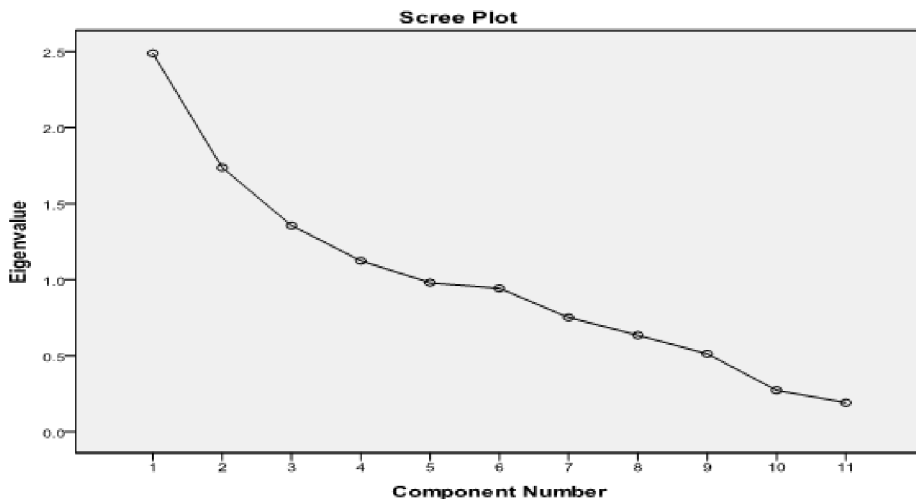


Table 6.2 : Component Matrix

	Component			
	1	2	3	4
Wages	.041	-.080	.052	.864
Training	.042	-.107	.378	.179
Bonus	.614	-.570	.235	.080
Fringe Benefits	.637	.036	-.204	-.358
Working conditions	.661	.432	.300	-.099
Grievance handling	-.469	.496	-.076	.145
Income and profit	.077	.398	.724	-.011
Promotion	-.457	.593	-.167	-.082
Recruitment	-.582	-.250	.237	.085
New technique of production	-.573	-.621	.003	-.283
Discipline	.405	.053	-.639	.295

Source: Author's own computation using SPSS

From the above Table 6.2 of Total Variance Explained it is clear that out of 11 items only 4 factors were extracted. This clearly explains that four factors play a major role in the collective bargaining process with reference to the mining industry in Odisha, i.e. Bonus, Fringe Benefits, Working Conditions and Discipline. From the factor analysis we come to the conclusion that the working condition has a significant impact on the working of the mine.

7.1 Management's and Trade Union opinion regarding the causes of union rivalry in the mining companies in Odisha's Mining Industry

In accordance to Objective 3, the research was further intended to investigate in to the causes of union rivalry in mining

companies and also what measure could be taken to eliminate it. In two or three mining companies that was surveyed there is existence to two unions or more than two unions. The intention of this question was to find out if the primary cause could be found out then there can be a scope of peaceful work culture in the mining companies.

To explore this question were asked to the representatives of the management and the representatives of the trade union on a basis of priorities. The sample size was large in number to know the view regarding the context. The following frequency distribution tables present the overall assessment framed by the mining companies from the perspective of the representatives of the management and trade union.

Table 7.1 Opinion about the causes of union rivalry in mining companies

Causes	Management/Employer (85)			Trade Unions (26)		
	Priority			Priority		
	1 st	2 nd	3 rd	1 st	2 nd	3 rd
Political orientation	53 (62.3%)	14 (16.4%)	18 (21.1%)	6 (23.07%)	8 (30.7%)	12 (46.1%)
Multiplicity of unions	32 (37.6%)	25 (29.4%)	28 (32.9%)	7 (26.9%)	9 (34.6%)	
Lack of proper leadership	12 (14.1%)	31 (36.4%)	42 (49.4%)	17 (65.3%)	3 (11.5%)	10 (38.4%)
To gain recognition	17 (20%)	40 (47.0%)	28 (32.9%)	11 (42.3%)	6 (23.07%)	9 (34.6%)

Source: Field survey

In the Table 7.1, it indicates that from the perspective of the management, around (62.3%) feel that the political orientation is the primary cause of union rivalry in mining companies. On the other hand the representatives of the trade union are of the opinion that lack of proper leadership (65.3%) is the cause. Trade union is not

merely the sum of the members present rather the other way round which includes the power and the strength of the workers involved. Trade unions have become the integral part of the economic system and their influence has become a prominent factor in the terms of employment relationship. Political orientation creates the main cause in union rivalry and this can be

Table 7.2 Opinion about the views in eliminating union rivalry in mining companies

Views	Management/Employer (85)			Trade Unions (26)		
	Priority			Priority		
	1 st	2 nd	3 rd	1 st	2 nd	3 rd
To make trade union conscious among workers	41 (48.2%)	23 (27.05)	21 (24.7%)	7 (26.9%)	9 (34.6%)	10 (38.4%)
To allow only one bargaining against in the organisation	56 (65.8%)	18 (21.1%)	11 (12.9%)	19 (73.07%)	3 (11.5%)	2 (7.6%)
To break the tie-up between the union and the political parties	37 (43.5%)	27 (31.7%)	21 (24.7%)	5 (19.2%)	10 (38.4%)	11 (42.3%)
To eliminate outside leadership	39 (45.8%)	29 (34.1%)	17 (20%)	8 (30.7%)	5 (19.2%)	13 (50%)

Source: Field survey

maintained by one union in one mine. As there is existence of more than one union so this situation arises in mine. The benefit of one union could be the interest issues can be bargained in a wide scale and the views can be taken forward by the management seriously. The trade union representative on the other hand feel that there are too many leaders who come forward for taking the leadership and the workers are in confusion to which is the better candidate elected or selected by them. In this hassle the best leader is sometimes under cover. The next table figures out the views in eliminating union rivalry in mining companies.

In Table 7.2 both the parties agreed on one bargaining agent in the mine. The management representatives also suggested eliminating the outside leadership so that the internal strength would evolve.

8.1 Analysis of Personal Interviews

The research questions and objectives of the research study as mentioned earlier in particular about the need to find out and the amount of credibility which could be done in the available resources (Patton, 2002) has given due importance to the collection of data on the basis of interview. Seven mining companies of Joda circle in Keonjhar district have been taken as sample of the study. Accordingly, the information collected through interviewing 10 executives of mining companies to discover their valuable opinions towards successful parameters for smooth working of Collective Bargaining in the mining industry in Odisha.

The measures suggested by top notch executives which are collective bargaining is the only proven method so far evolved for bringing co-operation and promoting understanding between workers and employers which is essential for ensuring higher productivity and better understanding of performance. Collective bargaining can succeed only if both sides negotiate on rational basis. They must have facts and figures to support their stand. Both parties must decide on the kind of data they should have to base their discussions. Management must collect and make the data available. The data required for discussions will include details such as rates of pay, fringe benefits, manpower budget, wages and salaries etc. Data must be factual and free from any bias. Also the trade union must believe in the data and accept it.

8.2 Benefits of Collective Bargaining In Odisha's Mining Industry

Since trade unions and associations are one of the stake holders in a collective bargaining process, it ensures existence of effective trade unions and associations as well. It highlights the benefits of a productive collective bargaining process which will ensure that trade unions and associations in the mining industry develop. In order to develop an effective trade union and association it is necessary for the employees to be aware of the benefits of a collective bargaining process. This awareness among employees will also be a positive development towards formation of trade unions and association of

employees. It must be remembered that the presence of trade unions and associations of employees in addition to taking care of employees do take active steps in the interest as a whole. This specific issue is very important in view of the present scenario in the state involving irregular activities in the industry. Responsible and effective trade unions and associations of employees with literate and responsible employees could have prevented such activities. Collective bargaining will also benefit the people in the industry as a whole and in turn will help in the growth of the industry and as a result the thefts that in done in the mining industry will also be less.

8.3 Conclusion

There is a trend towards flexibility in a country like India. But the future of flexibility will depend on the interaction of the three players in Industrial Relations. Going by the statistics provided by the Indian labour force participation rate 2011-2016 chart it is 52.50% compared to previous year which was 50.5%. With the advent of the new Industrial system, the workers and the employers are not in sink with each other so as to achieve flexibility. The essential thing about collective bargaining is the fact that it is a vehicle of joint rule-making in an economic organisation. The ultimate end of collective bargaining is to reach some settlement acceptable to both the parties involved in labour-management relations. Collective Bargaining if properly adopted, then it can pave the way for industrial democracy.

Union and the management are being paid due attention for the preparation of the negotiation in the mining sector in Odisha. Collective Bargaining has an positive impact on the mining industry in Odisha from the empirical data deduced from the analysis and data interpretation. The genuine co-operation of workers to achieve higher productivity can be gained only by mutual understanding through the mentioned process of collective bargaining which is ultimately proven method so far.

8.4 Limitations of the Study

Though this study has yielded significant results and produced substantial contributions to the existing body of knowledge in industrial relations research; however, there are limitations related to the scope of the research. This study investigated only the existing seven numbers of mining companies in the final study and pilot study included three mining companies in Joda circle in Keonjhar district. The sample size was adequately chosen representing the entire working mines; the data obtained from these seven mining companies in Odisha's mining industry proved adequate and sufficient, with substantial findings and insights being produced regarding the process of collective bargaining and its impact on variables taken in the mining sector.

8.5 Scope for further research

This study encompasses tremendous scope and directions for the future research. In the context of collective bargaining in industrial relations, the further

study can be done to improve the validity of the research model through large sample of data in form of considering all the mining companies in all circles of mining sector in Keonjhar and other districts in Odisha. A comparative analysis and study can be done for mining industry and other industries regarding the impact of collective bargaining or certain variables in one and other sector. This research study has one of the outcome of less female participation and which can be a scope for other researchers as to find out the reasons behind this and what can be the approach taken by the employer to increase the female participation. Women of today are the evangelist in all leading sector so why not in mining sector. An analysis can be done to identify the ratio of woman participation in the process of collective bargaining in mining industry in Odisha. Researchers also can be encouraged to evaluate the approach of industrial relations of other districts in Odisha and other states. A cross district comparative study can be taken in order to widen the gamut of research.

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