Chapter IX

Conclusions and Suggestions
The factual data, information has been presented in the previous chapters. On the basis of discussions and analysis, a brief summary is given at the end of each chapter. In this final chapter an attempt is made to integrate the discussions made earlier and to test the hypotheses formulated in the first chapter. The aim of this chapter is to give an overall picture of the methods of industrial conflict resolution in RSP. The researcher also made an attempt to offer some suggestions in order to improve the practices of methods of industrial conflict resolution.

9.1 Policy and Practice of Methods of Industrial Conflict Resolution in India

Ever since independence the declared policy of the government of India has been to encourage trade union development and the settlement of conflicts in industry through collective bargaining. In all the official announcements of the labour policy, there is one theme i.e. the policy of the government emphasised the need for industrial peace through collective bargaining. The first plan encouraged mutual settlement, collective bargaining and voluntary arbitration. In the subsequent plans, the guiding principles of the labour policy have continued. The Code of Discipline which was accepted in 1958 formed the basis of the industrial relations policy during the Third Plan. The Code affirmed faith in industrial democracy. The employer’s association and trade union organisations agreed to resolve all disputes by mutual negotiation, conciliation and voluntary arbitration to avoid any litigation. The government policy is, under all the plans, to reaffirm faith in collective bargaining and voluntary arbitration. But in practice there are certain gaps between the two.
9.1.1 Gap Between Policy and Practice

I.D. Act, 1947 lays down that in case of industrial dispute, conciliation officers may initiate conciliation proceedings. It also lays down that the appropriate government may refer the dispute to an appropriate authority for compulsory inquiry or arbitration. The Trade Unions Act, 1926 does not provide for any bargaining agent or a representative union. Legislation on trade unionism has led to multiplicity of trade unionism. It has weakened and fragmented the labour movement of the country. It is often alleged that the labour policy of the state presents an essay in dualism. In its policy, it has laid great stress on the virtue of voluntarism in the conduct of industrial relation. But in reality, the state has made the compulsory adjudication the kingpin of its industrial relations policy. Neither the Industrial Dispute Act 1947 nor the Trade Unions Act 1926 has given any support for the growth of collective bargaining and voluntary arbitration. There is a wide gap between the policy of the government and the actual practice.

9.1.2 Gap Between Law and Practice

Industrial Dispute Act, 1947 is the only central legislation which provides different authorities for the prevention and settlement of industrial disputes. It has provided a number of provisions relating to works committee, conciliation and adjudication for the prevention and settlement of industrial disputes. The scope of works committee is so wide that they can discuss anything and everything, but they
have a very limited scope. So they have not been able to yield the best results they are capable of.

Conciliation is one of the important methods for prevention and settlement of industrial disputes through third party intervention. But in practice the parties give less importance to this method for the settlement of industrial dispute. The conciliation proceedings are often treated casually by the parties to the dispute and conciliation officers as a stepping stone to adjudication. Though under subsection 2A of Section 10 of Industrial Dispute Act, 1947, time limit has been prescribed for different stages of the proceedings in adjudication, but these are relaxable at the discretion of the court or tribunal. This discretion seems to have been more than frequently exercised for various reasons, resulting in protracted proceedings before a court or tribunal. There is a wide gap between the law and the actual practice.

9.2 The Plant

RSP is located favourably from various points of view. Availability of good quality iron ores from nearby places, proximity to Bramitapur, Satna etc. for lime stone and dolomite supplies, facilities of hydro power availability of skilled and semi skilled labour and transportation and communication facilities are the main factors contributing to the location of RSP at Rourkela. Size is an important factor which influences the labour-management relations in the plant. RSP is one of the biggest steel plants of the country. Initially an agreement was reached between
government of India and a consortium consisting of Fried Crew, Essen and Demag, Aktiengeselischoft, Duisburg to set up a plant of initial capacity of 0.5 million tonne and subsequently a supplementary agreement was signed to set up a plant of 1 million tonne per annum of ingot steel to be converted into 0.72 million tonne of salable steel. The plant was expanded in the late sixties from one million to 1.8 million tonne per annum ingot steel capacity to be converted into 1.225 million tonne of salable steel per annum. Besides expansion of the capacity of the plant, there was commissioning and addition of new units in the plant. The plant has embarked on modernisation. It is being implemented in two phases at an estimated cost of Rs.2500 crores and aims at achieving a capacity of 1.9 million tonnes.

RSP went into production in 1958 with a work force of 1939. But the number has been increased to 33331 in 31st March 1996. Adequate capital has been invested in the plant. RSP was the first to adopt the most modern techniques in steel making like the LD process to a great extent and replaced the conventional open hearth process envisaged earlier. The change towards upgradation of technology has covered each and every unit of the plant. These conscientious efforts, proper planning and implementation helped the plant to ascend steadily on the ladder of production, year after year to the present position.

It is observed that the bargaining relationship between the union and management can be materially influenced by the comparative cost position and market situation. RSP enjoys a favourable market conditions. In RSP, the products are available according to Indian Standard and International Specification to suit specific
requirements of customer. RSP enjoys a viable economic position because of improved production backed by various measures taken by the management towards cost reduction. RSP has also taken steps to increase the morale of its workforce and motivate them by providing various financial and non-financial incentives. Job satisfaction is given and they are made versatile through job rotation.

So the study reveals that the industrial undertaking which is favourably located, which enjoys favourable market conditions and in which the working conditions are satisfactory, the unit is likely to experience healthy collective bargaining.

9.3 Management

Management of RSP employs modern techniques for planning, organising and controlling enterprise activities. Management comes under participative management in relation to personnel policy, manpower planning, wage and salary administration, communication process, grievance handling, rule making process and attitude towards union. In RSP personnel policies are well defined and broad. Personnel policies are centrally formulated to co-ordinate the activities of various units. High degree of consistency is also maintained in following the programme and procedures. It is observed that the management enjoys administrative autonomy and independence in decision-making. There is no evidence that the parties take recourse to unfair labour practices. By declaring the policy statements the management of RSP has made its intentions clear to its employees. It is observed that maximum faith is
reposed on the workforce which has been solely responsible to make RSP what it is today.

In order to develop the efficiency and skill of the executives and non-executives, RSP has its own management development and training centres. Training and development of the employees has received the highest attention and is an integral part of the day-to-day activities of the plant. It enables the executives and non-executives to cope with the changing technology and to work as per the thinking of the management. The top level executives, in RSP, are transferable from one plant to another plant of the SAIL. Total Quality Management movement has been launched in RSP with the objective of building the gap between potential and performance through consistent training and indoctrination of all the employees.

The management has been particularly successful in achieving two way communication within its plant and with the union through practices such as management policy meeting, management-union meetings and consultations with union through joint committees.

Value engineering another novel management technique adopted by RSP has been effective in solving operational problems and reducing cost of production.

The leadership required in industry is quite different from that of general administration. The production process requires something more than time schedule and work schedule. Simply delegation of authority and responsibility is not enough to achieve production and productivity. The executive must develop more dedication
and accept responsibility. They should be democratic both in precept and practice. Their action must induce confidence among employees and build up morale among worker's rank.

It is observed that the executives are professional, well trained, experienced and competent. The leadership is efficient and sound and the way of supervision is conducive for higher production and productivity and growth of morale among rank and file of workers. These managers apply the modern techniques of management.

So the study reveals that the management is responsive, democratic, enlightened and efficient.

9.4 The Union

The conflict, cooperation between workers and management is greatly influenced by the nature of the workers organisation and the process that influence their structure. Trade unionism in RSP is as old as the plant itself. The workers enjoy freedom of association to form their unions. Workers have been well organised since its inception. Over the years their numbers has increased. Union in RSP are organisationally strong and financially viable. In going through the receipt and payment accounts of RSS and RMS, it is found that the unions are financially sound.
The Unions in RSP represent a wide variety of political ideology with dominant outside leadership. From amongst the existing union first RMS and than RSS continues to retain its popularity among the rank and file. With the moderate and constructive approach of both the unions, they have many achievements to their credit. Both the unions have developed a very strong and educated second line leadership from amongst the rank and file, who take a leading role in the plant level negotiation. It is observed that the present General Secretary, an ex employee of RSP, has been leading RSS from its date of formation. The present President Mr. Prabhat Kumar Mahapatra, Member of Legislative Assembly of Orissa, is also an efficient trade union leader. Though multiple unions anc the accompanying rivalry characterise the union situation in RSP, the recognised union, RSS, previously RMS, plays a dominant role in collective bargaining. The management has shown a positive approach towards unionism and has recognised the union having the largest following. For general issues management discusses with recognised union. For specific issues it never hesitates to start dialogue with the minority unions wherever their members are involved.

So it is revealed that the unions in RSP are organisationally sound and financially stable.

9.5 Participative Management

In conformity with the government’s declared policy, RSP has a well planned scheme of worker’s participation in management. The participative
management has grown steadily during the period of study. To day the plant is having a really effective and successful participative management system. These practices have developed positive attitude between management and labour. A high percentage of the implementation of decision taken at these committees is an indication of the successful functioning of these committees.

The non-holding of scheduled number of meetings, according to management, is mainly due to lack of quorum. Still it is not to dishearten one from putting more efforts. On the basis of index of recommendations implemented by the management in RSP, it can be observed that the participative forum in RSP is very effective. It is observed that the number of recommendations made by different joint committees is appreciable and the number of recommendations implemented by the management appears to be satisfactory. To co-ordinate the activities of all the joint committees, A Joint Committee Cell is there in personnel department in RSP under the charge of a Deputy Chief Personnel Manager. It is obvious that participative forum in RSP have functioned comparatively well despite several shortcomings. One of the main reasons behind satisfactory working of joint committees is the presence of a strong union. The number of industrial disputes raised and the rate of their disposal, the incidence of employees grievances, as well as the rate of disciplinary cases are not substantial and are within bounds, especially in view of the enormous size of the plant.

The grievance handling in RSP is both formal and informal. The formal procedures have associated worker’s representatives in the redressal of grievances. It
has developed a positive culture by encouraging more and more workers at different levels to take part in decisions which concern them and improve their efficiency. In RSP the existing grievance machinery has helped in quick redressal of the grievances. The grievance rate almost maintained a declining trend and the percentage of disposal of grievances is more than 100 percent and over the years it is increasing which signifies the effectiveness of handling employee grievance.

It is observed that the participative management is taking place in massive scale at RSP. It is most gratifying to note that the Rourkela model of participative management has been acclaimed at the Orissa State level. It is also observed that management and union members of RSP regard participative management as the viable machinery for the prevention of industrial conflicts in the plant. Due to which a number of conflicts have been prevented.

So the study reveals that in an industrial unit where grievance procedure is established and systematic and participative management is effective, a large number of industrial conflicts are prevented as these machineries minimise industrial conflicts.

9.6 Collective Bargaining

Stability and type of industry and management, the literate or illiterate labour force, favourable political climate, freedom of association, willingness to give and take, mutual recognition of the rights and responsibilities etc. are the various determinants which appear to have contributed for the growth and effectiveness of collective bargaining in an industrial undertaking.
It is observed that stability, future prospect of an unit, size, technological and product market factors are highly favourable for the growth of collective bargaining. It is also revealed that consciousness of progressive, responsive and the participative nature of management with up-to-date techniques has contributed for the growth of collective bargaining.

It is found that industrial units where collective bargaining is planned, organised and controlled and the parties have willingness to give and take where there is commitment and determination for peaceful resolution, mutual recognition of their rights and responsibilities and where they use 'fact finding' approach such units experience harmonious industrial relations based on collective bargaining.

The study reveals that freedom to form trade union, the strength and stability of union and the recognition of union as bargaining agent by the management, the relationship among trade unions have greatly contributed for the growth of collective bargaining. It is observed that the industrial relations climate over the years has been very congenial for the growth of collective bargaining in the plant.

It is observed that the favourable political climate has helped the growth of collective bargaining. However, the lack of legislative provisions in bringing the parties towards collective bargaining and in the absence of registering the agreement after parties have reached, parties seem to face difficulty in future.

One of the important determinants for the success of the collective bargaining is the efficient and permanent bargaining machinery. At the same time
there should be continuity of leadership. In RSP, the unions are led by efficient leaders. The recognised union RSS and the previous recognised union RMS are led by efficient leaders. In both the unions, the leaders are well known for their organisational abilities. The presidents of both the unions have been associated with the unions activities for a long time. It is observed that in RSP, for plant level bargaining, the management is represented by General Manager or Deputy General Manager, Chief Personnel Manager, Industrial Engineer and Chief Accounts Officer.

The study reveals that plants having permanent negotiating machinery and continuity of leadership on both sides, experience effective bargaining relationship. It is also observed that factors such as multiplicity of unions, inter union rivalry, outside leadership, political dimension of trade unions unfair labour practices are responsible to limit the growth of collective bargaining.

It is observed that a large number of plant level agreements were reached between the management and trade unions of RSP. Collective bargaining process is systematic in RSP. It has been practised since the days of union recognition in the plant. Greater number of workers were being covered by collective agreement. During the period of study in RSP, 438 agreements were reached between unions and management covering a number of issues. It is observed that within the plant the agreements were reached at three different levels i.e. at (i) Plant level, (ii) department level and (iii) division level. It is also observed that the number of industrial conflicts in RSP has been declining gradually as the parties prefer negotiation and collective bargaining for resolution of their collective disputes. It is observed that collective
bargaining resolves majority of disputes in the plant as the management is in a line of professional, responsive, democratic, participative and enlightened.

So the study reveals that in an industrial undertaking where management is responsive, democratic and enlightened and union is financially sound and organisationally stable, collective bargaining resolves majority of industrial conflicts.

It is found that collective bargaining as one of the methods of industrial conflict resolution plays an important role in the industrial relations system in the plant. Parties prefer collective bargaining as it is bipartite and voluntary in nature and ensures durable industrial harmony when compared to other methods. The disputes settled through collective bargaining are common issues affecting either all the workmen of the plant or workmen belong to one or more departments or divisions.

The management of RSP not only accepted collective bargaining as the best mechanism for resolution of industrial conflicts but also encouraged its practice through its policy statements. The management’s union policy as reflected from its policy statements characterised by tolerance and urge for healthy unionism. It is observed that the recognised union prefers democratic methods for settlement of industrial conflicts. It regards direct action as the last resort. It is also observed that both the parties view collective bargaining as a joint regulation for framing rules, industrial jurisprudence, industrial government, to conduct industrial relations in a democratic way. All these viewpoints of collective bargaining are simultaneously
maintained in RSP by the parties as the concept of bargaining covers all aspects. The parties have shifted their emphasis from adjudication to collective bargaining.

The study reveals that in an organisation, where there is stable union and the management is participative, where the employer and employee have positive and constructive bargaining, there is shift in emphasis from adjudication to collective bargaining.

It is observed that bargaining process is planned and organised in RSP. Preparation for negotiation starts about six months before the date of expiry of agreements. In RSP, the parties have framed certain rules and regulations regarding conduct of meeting, order of presentation of bargaining items, methods of implementations etc. After receiving the charter of demands from various trade unions, the management goes through it. There upon they fix time and date for negotiation. Both the parties use economic data. It is observed that the using of economic data has reduced the area of conflict and helped in reaching the agreements. It is observed that negotiation take place in a friendly atmosphere. During the process of collective bargaining parties structure their attitude and intra-organisational bargaining also takes place.

It is observed that agreements are signed in three different forms. The first type is reached between the two parties which is purely voluntary in nature. The second form of agreement is reached with the help of conciliation officer who also signs the settlement. In the third category comes the agreement signed by the parties
on issues which are pending before an Industrial Tribunal or some other adjudication, body. It is observed that in most cases the parties prefer to register bipartite agreement with conciliation officer for purpose of better legal enforceability.

One of the significant developments in the collective bargaining in India has been the growth of industrial level bargaining since 60's in the public sector undertakings like Iron and Steel, Coal etc. All major issues are negotiated at the industry level.

It is observed that the level of bargaining depends upon the structure of industry and bargaining takes place at industry or national, company and plant level. Collective bargaining in steel industry is based upon a two-tier system - i.e. national and plant level. One of the important developments in industrial relations in India in 1969 is the practice of collective bargaining at the national level. Since national or industry level bargaining has developed in iron and steel industry, RSP is covered by industry level agreements. While national level or industry level agreements promote uniformity of approach to different issues, the plant level agreements cater to the divergent local issues.

One main feature of collective bargaining in steel industry is careful planning and preparation of parties. Both the parties collect up-to-date data. The bargaining agents are chosen with utmost care by taking into account the skill, experience etc. It is observed that in both the level of collective bargaining i.e. (industry level and plant level), the bargaining proceedings can be broadly divided into
three phases. First phase involves the proposals and counter proposals of the parties. In the middle phase the discussions reach a more mature stage and the parties examine various alternatives. In the final phase the parties either succeed in reaching an agreement or their discussions result in a failure.

9.7 Conciliation

Conciliation is the first stage of government intervention for the settlement of industrial disputes. Under the Industrial Disputes Act, 1947, conciliation is compulsory in all disputes in public utility services. Two machineries, such as conciliation officer and board of conciliation are designed for conciliation under the Act. It is observed that bulk of the conciliation work is carried out by the Assistant Labour Commissioner or Deputy Labour Commissioner of Rourkela Labour Office. It is observed that the normal procedure for the conciliation officer to start action on a conflict has been based upon demand notice received from the party raising the dispute. These demand notices are written representations of statements of demand. It is found that after scrutinising the validity of the dispute and its representative character, the conciliation officer forwards a copy of the demand notice to the management of RSP for its remarks on the issue. Usually management of RSP takes its own time to give its remark. It is observed that usually two types of meetings are held for resolution of dispute i.e. joint meetings of parties or separate meeting with the parties. It is observed that usually in case of individual termination dispute, joint meetings are held to resolve the dispute. It is found that, conciliation officer comes into the picture only at the last moment when the management and the
union submit a written settlement just for his signature as a witness which alone makes the document legally enforceable.

The study reveals that the percentage of settlements has not only been low but also decreasing continuously over the years. It was zero in the year 1971, 1980 and 1983. Average percentages of settlement of disputes through conciliation have been 17.33.

The low and decreasing percentage of settlement has resulted due to increasing percentages of failures (in case of individual disputes like dismissal, termination and removal). The average failure percentage for the period was 70.32. In the year 1983 the percentage of failure was 100. The percentage of failure was below the average from the year 1988 to 1995 with exception of 1992 and 1993.

It is found that the time taken to conclude a conciliation case is more than the prescribed time limit. On the basis of time taken for the settlement of conciliation cases, the performance of conciliation machinery is unsatisfactory.

The nature of issues referred to conciliation machinery were relating to individual and collective disputes. In case of individual disputes, most of the matters were relating to dismissal, termination and removal. The total number of cases referred to conciliation relating to these matters during the period of study is 271 which is 33 percent of the total disputes referred. The issues of collective disputes referred to conciliation were related to charter of demands, strike notice, bonus, change of working conditions etc.
It is found that collective disputes are more amenable to negotiations. The assistance of the conciliator is more important to help the parties to resolve their dispute. Individual disputes do not provide any such scope.

The study reveals that in RSP, in case of individual disputes i.e. relating to dismissal, removal and termination etc. workers were found to be more keen to refer the disputes to adjudication than to have a settlement at the hands of conciliator.

It is observed that in case of collective disputes there is a great scope for assisted bargaining and the settlement is arrived at after a good deal of discussions and prolonged agitation. It is found that the bargaining strength of both the parties are balanced and in times of collective disputes the other minor trade unions support the recognised union. On the basis of the views of the trade union leaders, it is found that, they prefer a settlement which lasts not more than four years. It is found that certain factors have affected positively or negatively in reaching conciliation settlement. It is observed that in RSP, in case of collective disputes, there is more positive attitude of both the parties for resolving the disputes. The negative attitude of the parties, particularly of the management has been visible in individual or termination type of disputes because issues in such disputes involve the decision about the right or wrong of the action.

The study reveals that chances of settlement were more when demands put forth by the workmen/union were reasonable and within the capacity of the management.
The ultimate legal remedy for the settlement of an unresolved dispute is its reference to adjudication by the government. It is found that in RSP, parties to dispute, particularly management of RSP, do not feel compulsion of any kind to make efforts to arrive at settlement, particularly in case of individual disputes like termination, removal and dismissal. Management prefers adjudication because the awards are binding than the terms of settlement. Workers prefers adjudication because they hope to get justice at the hands of adjudicator.

So it is found that availability of compulsory adjudication has considerably affected the conciliation settlements.

It is observed that in RSP, conciliation is not successful because conciliation officers are not fully trained for the job. Lack of adequate background in the conciliation officer himself for understanding the major issues is another difficulty. It is also observed that conciliation is not very successful in RSP because of its recommendatory nature and insincere approach of disputants. It is also observed that, as there is third party intervention, the parties are not satisfied with the decisions given by the conciliation officer. It is found that in RSP all most all the conciliation settlement were implemented because the settlements were reached by conciliation machinery by mutual understanding.

The study reveals that in RSP, conciliation generally does not contribute towards harmonious relations between the management and workmen. Apart from others factors it is also due to the following reasons:
(i) It is found that the limit of time is never cared to because of the excessive work load on officer. So there is delay.

(ii) The workers want to negotiate with management without any third party intervention. The freedom of contract, the democratic element in the bargaining system, is thus taken away by the intervention of a third party.

(iii) Conciliation generally is not given any importance by the parties because they think that it is merely a hurdle to be crossed for reaching the next stage.

The above setting seems to have justified our hypotheses that owing to the recommendatory nature of conciliation, insincere approach of the parties to dispute and availability of compulsory adjudication, conciliation machinery is being not successful.

9.8 Arbitration

It is observed that in RSP, generally no dispute is referred to arbitration due to the following reason:

(i) It is found that no impartial arbitrator who can command the confidence of both the parties is available.

(ii) Easy availability of adjudication in case of failure of negotiation is another reason.
(iii) It is also found that there is no scope for compromise because arbitration is a judicial process where the procedure is closec by a decision and it is binding on the parties.

So the study reveals that non availability of impartial arbitrator, easy availability of the adjudication and as the decision of the arbitrator, if by any chance an arbitrator is found, is binding on both the parties, the arbitration method for dispute settlement is not being followed in industrial unit.

9.10 Adjudication

It is observed that in RSP, the process of adjudication starts with references of the dispute to labour court, Sambalpur and Industrial Tribunal, Bhubaneswar only. No case is referred to National Tribunal. It is found that steps involved in this machinery consists of pleadings, evidence, arguments and judgements. It is observed that the time taken in making the reference has been in some cases more than six months which causes unusual delay for the resolving the disputes. It is observed that, in practice, adjournments had been allowed by the court a number of times than the prescribed time which has caused an unusual delay in the completion of proceedings. It is observed that both the parties had applied to the court or Tribunal for adjournments on several grounds.

It is found that during the period i.e. from 1991 to 1995 the average percentage of settlement to the total number of cases on file have been 33.08. The percentage of pending cases at the end have been 63.89. So the performance of
labour court is not satisfactory. It is observed that the poor performance of labour court may be attributed to the increasing workload on it which it find difficult to cope with. It is found that about an average 4.74 percent of cases taken to labour court have been decided by mutual settlement between the parties. It is due to the reaction of parties to long and expensive procedure of the court.

It is found that in case of Industrial Tribunal the average percentage of settlements to total number of cases on file have been 19.54. It is also found that on an average 75.68 percent cases had remained pending at the end of the year. In other words, the average percentage of disposals have been around 24. So it is observed that the effectiveness of the Tribunal in terms of settlement effected and speed of the proceedings have not been an encouraging one.

The life of a case does not necessarily come to an end by making an award by the adjudicator. Resort is taken to a High Court and Supreme Court when an award is not acceptable to either party. All these steps consumes considerable time. It is observed that in RSP, when the parties are not satisfied with the award of the adjudicator of courts and Tribunal, they usually go to High Court or Supreme Court for the resolve of the disputes. It is observed that when a case is filed at superior courts that prevents the timely implementation of the awards given by the lower courts. It is found from the analysis of results decided by the Labour court, Industrial Tribunal and High Court, majority of cases decided are against the workmen.
It is observed that, even if the Rule 10-A of Orissa Industrial Dispute Rules, 1959 has fixed a time period of 3 months to dispose a case at Labour Court or Tribunal, the time taken by the Labour Court or Tribunal is more than three months. It is found that the delay in adjudication system is a result of procedure, attitude of the parties and administration. It has made the adjudication machinery a not very effective instrument for ensuring industrial peace. The existing machinery for the settlement of dispute is not only dilatory but expensive and time consuming.

The study reveals that the longer the time taken by the government in making the reference to adjudication, delay in the judicial procedure followed, the low and decreasing percentage of settlements, the increasing rate of pendency, the longer time taken to give awards have made the adjudication machinery a not very effective instrument for ensuring industrial peace.

It is found that when an award has gone against the management and if there is little chance of winning the case in superior courts, in that case the management of RSP files a writ petition in superior court which causes unusual delay to get justice.

The study reveals that the industrial unit have easy recourse to the High Court and Supreme Court for settlement of cases whenever an award is not their favour, as a result of which many awards are not being implemented and this in turn leads to delay in giving justice to the aggrieved parties.
It is observed that adjudication as a method of settlement of industrial dispute, is not popular in RSP for the following reasons:

(i) It is a time consuming process.
(ii) As there is third party intervention, the parties are not satisfied with the decisions.
(iii) It involves more expenditure.
(iv) As the decisions are in favour of one party the other party is dissatisfied and some time both the parties are dissatisfied with the decisions.

So the study reveals that in an industrial organisation whenever industrial dispute is settled through conciliation, adjudication and arbitration, the parties are not satisfied with the decision given by conciliation officer, arbitrator and adjudicator as these methods involve intervention of a third party.

It is also observed that continuing compulsory adjudication has hampered the growth of collective bargaining and the healthy growth of the trade union movement.

The researcher offers the following suggestions to improve the practices of methods of industrial conflict resolution.

The parties to dispute should be given reasonable opportunity to settle the issues by mutual negotiations. The intervention by the state should be the last resort.
Legislative provisions should be made in order to make all collective bargaining agreements enforceable by law.

Promotion of internal leadership in union also facilitates smooth settlement of industrial disputes. Employers are reluctant to meet the union leaders who are outsiders having political connection. So promotion of internal leadership in union should be encouraged.

Member of works committees representing workers should be elected by secret ballot simultaneously with the election of recognised trade union under the supervision of the Labour Department, Rourkela.

The function of conciliation may be assigned only to persons with high integrity and devotion. A new and highly attractive cadre of personnel with sufficient knowledge of labour laws and industrial psychology may be created for this job of conciliation.

A panel of impartial arbitrator who will command the confidence of both parties should be prepared by the government for the guidance of disputes.

A time limit should be provided for concluding the adjudication proceeding.

The staff position of the Labour Court, Sambalpur in terms of number should be increased.
The existing procedure of adjudication should be simplified by which a worker can present his case himself. This would make the process economical and also reduce the number of adjournments that the parties take for several reasons.

The workload on Labour Court, Sambalpur and Industrial Tribunal, Bhubaneswar should be reduced by increasing the number of Labour Court and Industrial Tribunals and also by increasing the number of staff.