



CHALLENGES OF LABOR MANAGEMENT RELATION AND PARTICIPATIVE MANAGEMENT IN STEEL INDUSTRY OF INDIA WITH SPECIAL REFERENCE TO TISCO

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ABSTRACT

For a very long time, the steel industry in India, and more specifically the Tata Iron and Steel Company (TISCO), has been extremely important to the expansion of the industrial sector. However, there are a number of obstacles to overcome when it comes to managing labour relations within this essential industry. It is the purpose of this study to investigate the complex dynamics of labor-management interactions and the role that participatory management plays in the steel sector, with particular attention paid to TISCO. An examination of the historical events, the ever-changing legislative framework, and the socio-economic background that have an impact on labour relations is included in this research. The difficulties that employees face, including collective bargaining, union fights, pay disputes, and labour unrest, are covered in great length. The idea of participatory management, which places an emphasis on the participation of workers in decision-making processes, has been proposed as a potential solution to the problems that typically arise between management and labour. The adoption of this strategy confronts a number of challenges, despite the fact that it has the potential to bring about benefits such as greater productivity, increased work satisfaction, and less conflict. Resistance from management as well as labour unions, a lack of trust, poor training, and cultural concerns are some of the elements that contribute to this. The purpose of this research is to investigate the benefits and drawbacks of participatory management methods by using TISCO as a case study. Through the implementation of forward-thinking labour regulations and the promotion of a cooperative working environment, it demonstrates how TISCO has successfully navigated these hurdles. Based on the findings, it appears that participatory management has the potential to enhance labour relations; nevertheless, the success of this approach is contingent upon the presence of mutual trust, honest communication, and a shared commitment to long-term goals. For the purpose of enhancing labor-management relations in India's steel sector, this study finishes with a set of recommendations. These recommendations emphasise the necessity of adopting an approach that is more inclusive and transparent, and that encourages worker engagement at all levels.

Keywords:- Management, Relation, Participative, Steel, Industry

Introduction:

In India, the steel industry is one of the most important pillars of industrial growth since it supplies raw materials that are necessary for the building of infrastructure, manufacturing, and other industries. The Tata Iron and Steel Company (TISCO), which is now known as Tata Steel, was one of the pioneering steel makers and has been recognised for its significant contribution to the development of the steel industry. The Tata Steel Corporation (TISCO), which was established in 1907, is widely seen as one of the most prominent instances of India's industrial supremacy. It is also well-known for its dedication to innovation, community development, and labour relations. In spite of this, the steel industry, much like other industries, continues to struggle with the difficulty of sustaining harmonious connections between management and workers. The establishment of productive labour management relations is absolutely necessary in order to guarantee operational efficiency, industrial harmony, and productivity. Trade unions and legal frameworks are frequently used as a means of mediating the interaction between management and labour, which is characterised by power dynamics, negotiation, and collaboration. Relationships that are strained can result in industrial unrest, strikes, decreased productivity, and increased expenses; all of these things can have a substantial influence on a company's current position in the competitive landscape. From the perspective of TISCO, labour relations have undergone a number of modifications over the course of several decades. These transformations have been impacted by a variety of internal and external variables, including the development of labour laws, the activities of unions, economic policies, and the management philosophy of the firm. The use of participatory management as a strategy for addressing labor-management problems has been increasingly popular in recent years. The incorporation of workers into decision-making processes is the key idea behind this notion. This ensures that workers' opinions are heard and that their interests are taken into consideration. Not only does participatory management seek to lessen the likelihood of disputes and encourage collaboration, but it also seeks to boost employee morale, work satisfaction, and sense of commitment. There are major obstacles that must be overcome before the steel industry in India can successfully implement participatory management, despite the potential benefits that it may provide.

With TISCO serving as a case study, the purpose of this research is to investigate the intricacies of labor-management interactions in the Indian steel sector. It will investigate the difficulties associated with putting participatory management methods into action, as well as the ways in which the organisation has overcome these hurdles in order to cultivate a working atmosphere that is more cooperative and productive. This study gives insights into the larger implications for labor-management interactions throughout India's industrial sectors by analysing the historical setting as well as the present environment. The next sections of the article will provide an in-depth examination of TISCO's approach to participatory management, explore the issues that are unique to the steel industry, and evaluate the theoretical framework of labor-management interactions within the context of the steel industry.

Industrial Relations

During the latter half of the 1910s and the early 1920s, the term "Industrial Relations" was first used in the United Kingdom and North America. During this time period, it was developed, and it quickly made its way into widespread usage in both countries. Ever since it was first established, this field of study has put a significant amount of stress on the significance of persons and the role that they play as "the most vital asset." This wide area of study was known by a number of names in its early stages of existence, including labour management, personnel administration, employment management, and labour relations.

These names were used to refer to the subject after it had been established. Over the course of time, the importance of these names and the circumstances that surrounded their usage became more apparent. Some of these names became less prevalent, while others rose to prominence. Regarding the connection that exists between employers and workers in terms of work and employment, each of these conceptions had a key quality, and that was the fact that they all focused on the interaction that existed between the two parties. This whole area of study and practice was described by a single overarching term that embraced all of them, and that word was the industrial relations. In conclusion, this word was industrial relations.

There is a possibility that the area of Industrial Relations might trace its origins back to the phenomenon that is often referred to as the Industrial Revolution, which took place during the late eighteenth and late nineteenth centuries. It was a response to the problems that workers were experiencing, which included a low wage rate, long and repeated working hours, harsh and hazardous working conditions, and bosses who were abusive. It was a reaction to the concerns that workers were confronting. The occurrence of these problems resulted in a large uproar, which manifested itself in the form of violent strikes and a rise in the number of employees who left their positions. It was the most common way that early trade unions used in order to aid in the settlement of disputes and the betterment of the working conditions of its members. Collective bargaining was the most common strategy.

The field of Industry Relations is now experiencing a decline, and other subject areas such as Organizational Behavior and Human Resource Management are taking its place. This is a negative development for the discipline. Despite this, the value of the lesson that was acquired from the subject of industrial relations has not been diminished. The phrase "industrial relations" refers to the relationships that exist inside an industry, primarily between workers and management, as well as between trade unions and the government, relationships that originate either directly or indirectly and contribute to the improvement of the industry and the larger economy. When it comes to the execution of Industrial Relations strategies, emerging economies like India have a huge demand for them. As an illustration of such a positive method, consider the engagement of workers in management.

OBJECTIVE OF THE STUDY

1. To explore the labor-management relations that take place at TISCO within the more general framework of an industrial environment.
2. To investigate the ways in which trade unions either facilitate or obstruct participatory management.

TISCO's Personnel Management System

The Industrial Relations system is an important component (part) of the scenario that pertains to Industrial Relations in TISCO. This particular system is one of the most important components. The Industrial Relations system is comprised of a variety of separate components that work together to form the whole. The Representative of Management, the union, and the government are all included in these components. Various sorts of labour conflicts that are related to the different levels of management are brought to these components, and they are resolved by these components. The Industrial Relations system takes into account a wide range of problems, including social, economic, environmental, political, and other

elements of concerns. These are only some of the interest areas that are covered. It is expected that both the management and the union would take into consideration these interests at different levels of management responsibility. The following is a list of the many layers of management at TISCO that are accountable for doing research on the Industrial Relations system:

1. The Management Side actors in the Industrial Relations System include the Chairman, Managing Director, Senior Vice President, Vice President, and Executive Director of the Company. This is the first level of the Industrial Relations System, which is located at the corporate level. At the other end of the spectrum, the actors at this level are the president, general secretary, and vice president of the Tata Workers' Union. As a participant in the system of industrial relations, the labour commissioner or assistant labour commissioner is the individual who represents the government at meetings for the purpose of collective bargaining with corporations. Each participant is given the opportunity to discuss topics that are related to the policies of the organization at this stage.
2. The Industrial Relations System at the Divisional Level The Divisional Level is comprised of the numerous authorities of the various divisions, such as the Works Division, the Medical Services Division, the Town Division, the Marketing Division, the Engineering Division, and so on. There are a number of key individuals on the Tata Workers' Union side, including the president, vice president, general secretary, assistant secretary, and executives of the personnel division. The concerned vice president, senior general manager, general manager, assistant general manager, and executives of the personnel division are the players from the management side of the equation. At the current level, the presence of the government representative is not required. Concerns about the Division's safety plan, productivity, welfare, and production are discussed between the representative of the union and the representative of management.
3. Within the context of the people management system at the department level, department heads serve as the actors of the information and resource systems from the management perspective. As a member of the committee or a steward of the Tata Workers' Union, the actor works in this capacity. The personnel executive of the department is responsible for organizing meetings and distributing the agenda and minutes to the personnel head of the department as well as the members of the union committee. During this level of meeting, the issues that have been plaguing the department are discussed and remedied. At different levels of management, the many players who make up the industrial relations system interact with one another in accordance with certain company-coded standards. Concerns about the company's policies are not to be discussed inside the departments involved. There is a possibility that it will be discussed at meetings and collective bargaining at the industrial level. Concerns and difficulties of a similar kind are brought up at meetings that are held at the departmental and divisional levels. Both the effectiveness of the numerous players and the efficiency of the company's industrial relations are significantly influenced by one another. At this juncture, it may be considered essential to cast some light on the issues that are being discussed at the different levels of the industrial relations system. Therefore, the following is a list of the topics: The following are some of the topics or subjects that are addressed by the Industrial Relations system at different levels: The scope of the issues that are addressed by the Industrial Relations system at TISCO extends beyond the conflicts that occur inside the workplace and include a wide variety of external problems, such as those that are related to the establishment of social and communal harmony. The

present system of industrial relations addresses a broad variety of social, economic, and political challenges, in addition to other situations that take place both inside and outside of the sector.

The Steel Industry in India

As a result of the revitalized economy and the rising demand for steel, the Indian steel sector has entered a new boom stage since 2007-2008. This growth stage has been riding high. Between 2007 and 2008, this stage of development got underway. The significant growth in production that India has seen in recent years has allowed it to position itself as the third largest producer of crude steel in the world in the year 2015. There are a number of fundamental restrictions that the industry must contend with, despite the fact that it has been bestowed with a number of perks that are inherent to the industry. A Strengths, Weaknesses, Opportunities, and Threats study was performed on the Indian Steel industry. Primary strengths of the sector include the availability of high-quality iron ore and processed inputs such as sponge iron, as well as experienced labourers with low pay levels. These factors contribute to the industry's overall productivity. On the other hand, the industry continues to struggle with a number of weaknesses, such as high costs of power and energy, inadequate infrastructure for the transportation of raw materials and finished goods, high costs of capital and social costs, low levels of productivity, and inadequate distribution networks. These are just some of the issues that the industry faces.

The industry must contend with a number of significant challenges, the most significant of which are inadequate research and development as well as conventional technology, the possibility of replacement by aluminum and plastic, and the economic downturn in key steel-producing nations such as China and Japan, which has led to the dumping of material in India. When compared to the average consumption of steel throughout the world, which is 217 kilograms per year, the low per capital usage of steel in the country, which is 59 kilograms per year, provides a huge opportunity for the industry to develop. This is because the average consumption of steel worldwide is 217 kilograms per year. The domestic industry has the ability to grow in a number of different sectors, including the untapped rural market, good growth in some fields such as vehicles, shipbuilding, consumer durables, roads and bridges, and real estate, and the capacity to grow in certain categories.

HR Challenges

Some of the issues that are arising from the viewpoint of human resources in the environment that was mentioned above include the need to inculcate a continual desire for benchmarking with the best in the world, the need of creating and maintaining excellence in every domain, and the necessity of having a global mentality. Among these problems is the need to maintain a high level of motivation by giving chances for learning, to continually update skills, and to have a deeper understanding of the dynamics of the company. In the modern world, steel businesses need to take stock of their talent profile and devise strategies to map and bridge the gaps between their present talent profile and the talent they want in order to handle the challenges they are now facing.

Both the mentalities and the objectives of workers in the modern day are quite different from those of workers in the past. The people who work in steel mills in the modern day have better levels of education, are more productive, are motivated by ambition, and are seeking for methods to obtain personal happiness via their work. As a consequence of this, the challenges that managers confront include the need of

focusing on the process of updating and integrating their goals with the objectives of the organization, as well as the process of bringing about synergy between the efforts of individuals and teams that are working towards the excellence of the organization.

Market-based assets include both relational and intellectual assets, and it is necessary for any organization to nurture both of these types of assets via their efforts. Relational market-based assets are assets that are based on the market and reflect the relationships that exist between a company and its customers and/or channel members. These bonds form over the course of time and are referred to as relational market-based assets. In terms of human resources, the most important thing is to grow the intellectual market-based asset, which is the second market-based asset. This is the most crucial item. This refers to the specialized information that employees of the company has about the needs, preferences, and tastes of the customers with whom they interact. In order for the business to be successful during the difficult times, it is very vital for the organization to have a strategy that is based on its people. Those organizations that have a profound comprehension of the relationship that exists between people and profit are the ones that are eventually successful over the course of a lengthy period of time.

CONCLUSION

During this crucial moment of ushering in the 21st century, it is imperative that both the employees and the management preserve the reputation of an ideal and model business. The historical splendor of the firm should be preserved and enhanced with the assistance of scientific Endeavour and the pursuit of perfection, and this should be done specifically in the field of good human management. The future effective administration of workers within the organization will be improved as a result of this. It is a natural phenomena that the typical individual and the labour force as a whole place a higher priority on amusement and pleasure than they do on making educated choices; yet, management should never lose sight of the aim of attaining the best possible result and experience. Given that the management of the firm should always strive for excellence, it is prudent for management to reach a compromise with all of the stakeholders in order to maintain their satisfaction and ensure that they continue to make progress towards the goal. The modern period is appealing because it offers the possibility of rapid industrialization with efficient results and the advancement of scientific knowledge. To achieve success in the quest of excellence on all fronts, then, the ideal management should be motivated by tact and quality in order to tackle all of the challenges that are faced in the industrial sector. There is a substantial influence that employee suggestions have on the improvement of employee morale inside the company, as well as on the expansion of the limits of personnel management. Consequently, the management of the organization has to be altered in accordance with the suggestions.

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