

## **A Study of Joint Consultative Machinery and Compulsory Arbitration for Central Government Employees**

**Swati Bhati\***

---

### **Abstract:**

Government of India have set up Joint Consultative Machinery (JCM) and Compulsory Arbitration with the object of promoting harmonious relations and obtaining the greatest measure of cooperation between the government in its capacity as employer and the general body of its employees in matters of common concern and with the object further, of increasing the efficiency of the public service. Accordingly, the study has undertaken to assess how far these objectives have been achieved. Since it is meant to cover all the non-gazetted employees of the central government the study has also undertaken whether this intended coverage has been maintained. Further this study has explored whether this Joint Consultative Machinery is performing as an institution in which employee participation is being ensured in the decision-making of the various policies of the government or it has functioned merely as negotiating body. In addition, this study has also revealed how far the Joint Consultative Machinery (JCM) and Compulsory Arbitration (CA) has served the purpose for which it was instituted whether the employees have taken this scheme to make them copartners with the Government in determination of terms of their employment. Based on the survey conducted and analyzing the results, suggestions and modifications are proposed to transform this JCM scheme as a real and effective tool for ensuring real participation in management of the public servants.

**Keyword:** Joint Consultative Machinery, Compulsory Arbitration, Workers Participation in Management, Human Resource.

---

\* Department of Business Administration, Faculty of Commerce & Management Studies, Jai Narain Vyas University, Jodhpur

## 1. Introduction

In the post-independence era of our country, several structural changes had brought about in various functional areas and Human resource (HR) is not the exception of the same. Since 1951 the respective government decided to focus on the capital industries in the country and this gave rise to the need of HR function at the basic level of the industries. Initially it was not a strategic function in the beginning, it was just a support function for the industries where it was required to curtail the function of time keeping, attendance, record maintenance, etc., then in the later years the leaders identified the strategic need of HR function and since then it is in hand in hand with the other prominent functions of any given organization (Bhat & Maheswari, 2005).

Today is the time when each employee either a recruit or any of the existing employee is dependent on HR department to a large extent. With the entry of private and foreign firms in the country the function of HR came into full swing and most of the activities like recruiting, employing, talent hunt, selection, increments, promotions, VRS, retirement all came into the hands of HR department. Gradually even the training and development became a core area of HR which includes identifying the need of training and development and arranging for the opportunities and finally conducting the same. Today the HR policies of the companies for the people who are in the process of finding a job or trying to switch their respective jobs.

The concept of HR policy difference between public and private sectors has been studied by many researchers worldwide, however the HR policy is yet undergoing changes as per the environmental needs and organizational goals time to time. Budhwar & Boyne (2008) made an empirical comparison of HR practices in the PSUs' and private sector, the researchers found that the basic system of HR is somewhat similar in both type of companies. They also found that the private companies are more rational in their approach, as far as HR function is concerned, like in case of training and development activities; in the public-sector companies these are pre-scheduled exercises and in private sector first the need is identified, and then customized training is provided to the respective employees.

Then, Aaron (1996) conducted a study on the policies and procedures followed in the HR departments of public sector companies. The study revealed that in the current scenario there is tough competition raised by the private sector organizations for the public-sector companies. As India is working in a global business scenario and hence the same is being faced in the HR fronts as well. Here the researcher suggested that if some of the structural changes are being brought

about in the orthodox policies related to HR and some changes in the respective culture of the organization, this may give a fresh start to the organizational culture of the public-sector organizations in India.

The concept can be understood in terms of four major aspects of HR policy and practice which are as follows:

- **Procurement:**HR heads nowadays resort to head-hunting, adopt the referral schemes within the company, scout on the world wide web (www), put in newspaper advertisements and use the recruitment agencies to get quality manpower. With the development of technology and other related means the education and training facilities are taken to the new heights, this suggests that there is no dearth of talent in the country, but then again there is fight among the companies to acquire the best one. So, to acquire best people, respective companies are even hiring professionals to promote the USPs' of working in the company, all this is done to attract the best talent in the country.
- **Development:**As stated above there is no dearth of talent in the country, but then again it is an herculean task to attract the best out of the same, if once employed then again there is a challenge for the respective company to retain the same, this could be done by the taking all the measures to develop the same. Best available ways and means are adopted to develop the HR models, and this may lead to the minimization of attrition or job hopping especially in the software sector. As the technology changes at rocket speeds, the learning needs of the people become acute and emergent to keep pace with the customer schedules. This requires state-of-the art development plans, policies and programs.
- **Motivation:** Motivating the workforce was never easy for the employers, in the present scenario it has become one of the important tasks of HR department to keep the employees motivated. Today, in the age of information, merely pay packages are not sufficient to keep the employees motivated. Companies are taking all the precautions to utilize the maximum capacity of the workers and keep them motivated to work for more. Some the motivation tools used by the companies are recognition, awards, tour packages, paid leaves and many others.
- **Retention:** Just the acquisition of the talent is not enough; the other big challenge is to retain the same in the respective organization. In the present scenario the level of commitment of the employees is directly related to the working environment of the company, any of the

short term or long-term fluctuations may lead to retrenchment and job switch, and this can be a loss to the organization. Better quality of work life, regular training and development programs, etc. may keep the employees intact.

In the present scenario, just to conduct the surveys on the employee satisfaction is not enough rather there is a strict need to implement the corrective measures in the system as early as possible. Need of such changes are liable to increase with the increase in the competition and better opportunities in the job market.

It was in United Kingdom that on an experimental basis Joint Consultation in civil services was instituted during the First World War. Encouraged by its success a committee under the chairmanship of Whitley was formed which gave its report. This was implemented and a tripartite Machinery in the name of Whitley Councils was formed. These councils have impacted on the formulation of Labor Management Cooperation schemes in India. In Indian Public Services demand for such a Joint Consultative Machinery had been persisting since 1947. As the matter of fact even the 1<sup>st</sup> pay commission felt the need of such machinery and recommended for government to constitute Joint Consultative System. This was reiterated even by the 2<sup>nd</sup> pay commission. But it took the government employees to go on a general strike in 1960 that finally government also felt that there should be some methodology through which employees can be consulted before taking any decision as regard their service conditions. During the years 1963-66 protracted negotiations between government and its employee's organizations were held which produced a mutually agreed Joint Consultative Machinery and Compulsory Arbitration which is patterned on the British Whitley Councils. "In 1967 Government of India introduced the 'Scheme for Joint Consultative Machinery and Compulsory Arbitration' for Central Government employees. The main aim of this scheme was to promote harmonious relation, securing greatest measure of cooperation between Government in its capacity as employer and the general body of its employees in matters of common concern and increasing the efficiency of the public service. The scope of the Joint Councils includes all matters related to conditions of work, welfare of employees and improvement of efficiency and standards of work. The Scheme is based on three tier concepts:

- (i) National Council (JCM-I) functioning at Cabinet Secretariat
- (ii) Departmental Council (JCM-II) functioning at the concerned administrative Ministry
- (iii) Regional / office council (JCM-III) functioning at the lowest level.

This scheme of JCM is Applicable to all central Govt. civilian employees except:

- Group A officers
- Group B officers other than central secretariat and other allied services in HQs organizations of the Government.
- Officers in industrial establishments in managerial capacity and supervision drawing pay exceeding Rs. 4200/- pm
- Employees of the union territories
- Police Personnel

## **2. Literature Review**

FitzRoy& Kraft (2013),this study was based on the assessment of skills and participation of British employees in the core industries of the country. The study undertook the individual task discretion, semi- autonomous teamwork and consultative participation and effect of the same on the working of the organization. The researcher concluded that as far as the employees are concerned their welfare, working hours and compensation are important to them and if these needs are met then they feel more associated with the organization and work for the betterment of the same. Then the researcher also found that above all the individual task discretion is liable to result most positively for the organization.

Rivera-Batiz (2013), this study was conducted to analyze the efficiency of the HR development in the Indian co-operatives. The researcher stated that the HR is one of the most strategic functions of any of the given organization in the current scenario and even the co-operatives are not the exception to the same. This is a well-known fact that the co-operatives are run by a committee whose members are being elected by the other respective members. This can be considered another type of worker participation where each stakeholder is having the equal chance to participate in management. But the researcher comments on the knowledge and skill of such members and stated that the members of the co-operative must be chosen with great consciousness and the respective members should be capable enough to produce more specific and development-oriented HR policies which should have a long-lasting effect on the working of the organization.

Pahuja (2012), the study was conducted on the Indian industries and the focus is on the issues related to worker participation in management and effect of the same on the betterment of the industrial relations. The researcher stated that in the current competitive scenario it is important that the employee and management should have harmonious relations for the betterment of the organization. The results of the study stated that in the organizations where the JCM and WPM is implemented in its true sense the productivity of the organization has improved and the employee turnover is also reduced.

Bose & Mudgal (2012), this study evaluates the participation of staff unions in the management. The location of the study was the Leather industry in Kolkata. Many of the labor unions in Kolkata are working under different banners but then again, they are willing to participate in the management of their respective organizations. It was found in the study that where the staff unions are involved in the JCM, the overall productivity of the organization has increased, and the workers also feel motivated and satisfied and in rest of the organization the unions are still in fight with the management on certain issues.

Ramaswamy & Schiphorst (2011), this study was based on the factors influencing the participation of workers in the respective unions and even their involvement in the decision making of the same. The results of the analysis stated that in most of the cases positive attitude of the worker and policies of the organization are responsible for the poor or better involvement of the worker in the union and even in the JCM.

Justus et al. (2011), this study was based on the causes of labor turnover in the leather industries, as this study was based on the primary data, the study stated that the participation of the workers in the respective management is dependent on a number of factors like better remuneration, better opportunities in the decision making process, make sure that all the employees are having a good quality of work life. Such efforts will establish a good relation between the employee and management. On the other hand, the employee turnover will also be reduced.

Knudsen et al. (2011), the study was based on the participation of the employees in management and effect of the same on the development of the employees. Here both type of direct and indirect involvement of the workers is studied. The study stated that in most of the cases the attitude and policies of the organization are responsible for the better involvement of the workers in the decision-making process of the same. Here the process of collective bargaining and involvement are very important for the betterment of both the parties.

Cregan & Brown (2010), this study focuses on the willingness of the employees to participate in the JCM and become a representative for the fellow employees. The study taken the sample from both the type of employee i.e. member of unions and non-members of union. The results of the study stated that the employees who are the members of the union are more eager to register their representation as compared to the non-union members. Here the role of democratic representation was also at question and found that individual benefits play a vital role.

Srimannarayana (2009), this study was focused on the strategic development of the HR in India, more than 100 HR professional from reputed companies were contacted for the data collection. The analysis of data stated that in the recent past the responsibility and accountability of the HR departments has increased, this is because of the reason that the companies are following the process of JCM and WPM in their HR related processes and as a matter of fact the results are favorable enough the sustain for a longer period.

Wright & Kim (2009), this study was focused on the issues of burnout in the organizations of Indian origin. The results of the study stated that as the experience of any given employee increases in the same organization his responsibility and accountability also increase. The high involvement of the employee in the management related activities and all this make them low on emotional content as he demands of the job use to increase on the other hand and the burnout situations arises. This can be reduced if the organization is able to inculcate the sense of belongingness in the respective employee.

Bourque & Riffaud (2007), this study was conducted to evaluate the positive or the negative effect of the presence of trade unions on the motivation of the respective employees. The results of the study stated that in the cases where the unions are not present more effective workforce is found and even the level of motivation of the employees is also high. The related factors which are responsible for this positive scenario are the social and emotional binding of the team and even the positive attitude shown from the side of the employer. As a matter of fact, some of the incidents were registered where there was some amount of conflict among the employee groups and the respective employees, and for the resolution of such conflicts the employers have taken the steps in the form of JCM and even tried worker participation in management.

### 3. Research Methodology

The process of finding the solution to any of the problems can be stated as Research Methodology. In this chapter, the researcher had tried to enumerate all the tools, techniques and methods used in the due process of research. There are so many dimensions of research like the research for social issues, business problems, trend analysis, etc. and in any of the mentioned cases research methodology can be process of investigating new facts and findings in the current problem by the new or existing gamete of knowledge.

This present chapter holds the components like statement of problem, objectives, hypothesis, research design, data collection methods and sampling techniques which are used at various levels.

#### *Research Objectives*

1. To evaluate the success extent of the scheme of JCM and its contribution to the drive of WPM,
2. To know the state of JCM in the current scenario and also to find the understanding of the same with the officer side and staff side employees.
3. Study the International Labor Organization (ILO) Convention concept and Content of WPM.
4. To undertake a comparative study between Whitley Councils of U.K. and JCM & CA OF India.
5. To offer suggestions for improvement in the JCM & CA Scheme and its actual functioning.

#### *Hypothesis of the Study*

##### Hypothesis 1

H<sub>0</sub>: Joint Consultative Machinery (JCM) and Compulsory Arbitration (CA) has created harmony among the Central Government Employees.

H<sub>1</sub>: Joint Consultative Machinery (JCM) and Compulsory Arbitration (CA) has not created harmony among the Central Government Employees.

##### Hypothesis 2

H<sub>0</sub>: The performance of the employees and the respective department has improved since the introduction of Joint Consultative Machinery (JCM) and Compulsory Arbitration (CA).

H<sub>1</sub>: The performance of the employees and the respective department has not been improved since the introduction of Joint Consultative Machinery (JCM) and Compulsory Arbitration (CA).

##### Hypothesis 3

H<sub>0</sub>: The Joint Consultative Machinery and Compulsory Arbitration have achieved their purpose of developing harmony amongst the officials and staff of the respective departments.

H<sub>1</sub>: The Joint Consultative Machinery and Compulsory Arbitration have not achieved their purpose of developing harmony amongst the officials and staff of the respective departments.

#### *Pre-Testing*

This is one of the processes which is required to assess the authenticity of questionnaire i.e. it help to prepare the final draft of the same by the careful evaluation of the questions. This is done by conducting a survey on a small sample (1% in most of the cases) and responses to all the questions are obtained. After this the question which are being repeated, found irrelevant or not to be asked directly are removed from the questionnaire. In the place of these removed questions new and relevant questions are framed and questionnaire is completed in all respects.

From the virtue of the previous studies it can be established that for the studies related to labors and their respective relation to the management, collection of primary data is most suitable. Generally, theses questionnaires are prepared in English and they are suitable for the interviewer and as well as for the respondent to understand that give proper response for the same.

For this present study a preliminary survey was conducted on 20 workers and 5 supervisors at the Audit department of North-West Railways, Jaipur in the state of Rajasthan and required changes were made in the questionnaire.

#### *Research Design*

A research design is the logical and systematic planning and directing a piece of research. Research design is the framework that has been created to seek answers to research questions (Chawla &Sondhi, 2011). A research design is a plan or scheme to carry out the task in an orderly and systematic manner towards the study. Research designs differ depending on the purpose of the research. The researcher has chosen the descriptive study because description study is a fact-finding investigation with and it is the simplest type of research design. But while executing the questionnaire it was observed that the additional input from respondents could also be utilized, hence exploratory research was considered equally important. So, finally it was a combination of exploratory and descriptive research design.

#### *Universe of the Study*

The universe is the population of the study unit. The universe of the study in this case was all the employees of Audit department of North-West Railways, Jaipur in the state of Rajasthan. It

included people from management, union representatives and workers. The universe for the study was above 10000, which covered all employees including permanent, seasonal and daily wagers. It included employees of all categories i.e. from class IV to Executive Officers.

#### *Source of Data Collection*

Both primary and secondary data source were used. For exploratory research and literature review, secondary source was used and for survey purpose primary data was collected.

#### *Primary Data & Secondary Data*

The information required for the study was directly collected from the sample of the study through a defined questionnaire. The same questionnaire used for people from management, managers and supervisors, union representative and workers. The records and documents pertaining to the topic as selected were collected from different online as well-off line sources. Books, journals, newspapers and reports were scrutinized in detail. The research articles and research papers were in depth studied, first to have the concept clear and come to the crux of the objectives.

#### *Tools Used for Data Collection*

For this purpose of the study, an indigenously devised questionnaire was prepared by the researcher. Likert scale questions were used for finding the responses as desired. The questionnaire included the statements which help to identify level, awareness and attitude of the workers regarding their participation in management. Similarly, other questions for managers and supervisors also included scaling questions to investigate the interest and encouragement they provide to workers for participation in decision making and thus to achieve the goals of the organization.

#### *Likert Scale*

The most widely used is the Likert Scale, which is the rule of determining attitudes by asking people to act in response to a series of statements about a topic, in terms of the degree to which they have the same opinion with them, and so tapping into the cognitive and affective components of attitudes. Likert-type scales normally use fixed choice (five points or seven points) response formats and are designed to measure attitudes or opinions. These scales measure levels of agreement/disagreement. Likert Scales and have the advantage that they do not expect the respondents to answer in a simple yes / no format. But at the same time allow for degrees of opinion, or neutral and even no opinion at all. Hence, quantitative data is obtained, which means

that the data can be analyzed easily. Though, as in the case of other surveys, the validity of Likert Scale attitude measurement can be compromised due the social attractiveness. Sometimes an individual may lie to put themselves in a positive light.

#### *Tools of Analysis*

Data collected from the field were edited and coded. The data were fed in the computer and were analyzed using SPSS-23.0. Statistical methods are mathematical technique used to facilitate the interpretation of numerical data secured from the samples. Hence researcher has decided to make use of frequency distribution, percentage, one-way ANOVAs, F-Test, chi-square test, etc.

#### *Sample Size Determination and Justification*

$$\text{Sample Size, } SS = Z^2 \times P \times (1-P) \times C^2$$

Where,

Z = Normal Distribution Value (at 95% Confidence level it is 1.96)

P= Percentage of population picking a choice, normally taken as 0.5 or 50%

C= Confidence interval, we have taken 5% or .005

So, SS = 384

Correction for our Population = 10000 (*rounded off*)

Also, using other relation as shown below sample size of the Study

$$= \frac{\text{Sample Size}}{1 + \frac{\text{Sample Size} - 1}{\text{Population}}}$$

$$= \frac{384}{1 + \frac{384-1}{10000}} \cong 369.6$$

The final data was collected from 400 respondents. 400 questionnaires were valid which were considered for analysis. The sample size of 400 is approximately close to actual sample size which should be 369.

#### **4. Findings and Suggestions**

Gone were the days; when management and the employees were supposed to be two separate entities, in the present scenario the employees are all versed about the related environment, either internal or external, thanks to ever changing technology which has brought the world at the palm of a man. Today any of the organization may not ensure its survival if it doesn't involve the respective employees with them. As a matter of fact, all the decision making is directly or indirectly related to employees. On the other hand, if management does not involve the

employees in the process it may cause a kind of unrest in them. JCM and compulsory arbitration are such tools which can bring the two parties together and look for the mutual benefits of both the parties. Since the year 1968 government has been trying to inculcate the mannerism of JCM within the two bodies of staff and management, the success rate is low but then again it is gaining advantage in both the public and private sector. As discussed in the previous matter there are many benefits of such engagements i.e. conflict resolution, sense of recognition, growth of organization, development of employees and many others. This present study is based on the outset of WPM and Compulsory arbitration in the Indian Railways, the focus area of the study was the North-West Railways, Jaipur, Rajasthan. Both the primary and secondary data was used in the study. The researcher had tried to assimilate both the officer side and staff side members in the audit department of the same. Most of the findings are based on the analysis of primary data.

#### *Major Findings*

- As stated in the study, good industrial relations are the core of any given organization, as far as Indian Railways is concerned the conduct of industrial relation become even more important as the smooth functioning of the organization is dependent on the good relations between different departments. As a matter of fact, most of the respondents of the study are agreed to the fact that relation between the departments and within the department are good enough to be mentioned though some amount of internal politics is involved in it.
- The presence of union is strong in case of Indian railways and the effect of the same can be felt at the workshops of railways, where the walls are filled with the slogans coined by the unions. Some or the other kind of agitation is always going on. But this cannot be viewed as unrest in railways, it is just a sown the line effort of the union to mark their presence on the state political fronts.
- In case of JCM and the meetings of the councils, it was reported from the side of both the staff side and officer side representative that both the parties are cooperative enough to participate in such meetings and are also determined to let the proceeding move smoothly. The discussions in the meeting are healthy and apart from some minor arguments both the parties use to get settle on common points.
- In most of the cases it was found that most of the arguments are from the staff side members, but then again, these points are for the betterment of working conditions in the respective zones, at times the demand for better tools and equipment's is also raised.

- From the point of view of the staff side members, the researcher found that in most of the cases they were concerned with their respective working conditions, they also reported that in order to claim for promotion and change of duty, the recommendation of immediate senior is very important, and they have to plead for the same in front of the respective officer. They said that some amount of internal politics is also involved in such issues.
- More than 65% of the staff side members are agreed to the point that generally their representatives are having a low-lying attitude at the time of JCM meeting and try to put their point of view in a generous manner. As most of the points are related to the betterment of working condition, they do not feel safe to argue in the meeting. As because if the argument is confronted then the issues will be forwarded to the next meeting and they might have to wait for the next meeting.
- About 50% of the officers do agree with the fact that they are having good relation within the respective department, this stands even true for the staff side employees who are in co-operation with the officer side employees. 32% of the officers do not agree to the point in question because they find that in case JCM staff side employees behave in a formal manner, but they give importance to their individual benefits.
- 63% of the respondents i.e. officers agreed that most of the staff side employees are having full trust in the deeds of management and are generally agreed to the decisions taken by them, they also stated that this became possible because of the drive of compulsory arbitration and regular JCM. 29% of the respondents stated that as the management is not able to fulfill all the individual benefits of the staff side employees (some are even unethical) hence they show less trust in management.
- 51% of the respondents stated that the staff side employees use to show high co-operation in JCM, this is because of the reason that in such meetings many of the decisions are related to their benefit and welfare. 40% of the respondents are not agreed to the point in question, they stated that in a formal gathering like JCM all the employees use to show high interest in the things but gradually they come down bargain for individual benefits.
- 55% of the respondents stated that the points that are raised in respective JCM are of generic nature and are related to the welfare of the staff side employees and even for the betterment of the related organization/department. 37% of the respondents are not agreed to the point in question as they stated that some group of employees are always ready to bargain for their

individual benefits and generally after a healthy discussion they start to argue for their individual demands.

- 54% of the respondents stated that staff side employees are aware of the related issues and they also understand the limitation of the management in taking certain decisions. 31% of the respondents are not agreed to the point in question and they stated that in some cases the staff side employees are reluctant to the respective decisions and show vulnerable behavior.
- 54% of the respondents use to state that in a given scenario staff side employees are ready for the collective bargaining for the general issues related to them; this makes the task of the management easier and convenient. 35% of the employees say they feel that among the staff side employees some are very influential over the other and use to raise the points which are of their personal benefit.
- 27% of the officers stated that most of the staff side employees do not try to take the wrong benefit of their position in JCM and try to speak for all the employees. 52% of the respondents do not agree to the point in question because of the reasons stated in the above given matter.
- 49% of the respondents stated that in case of any organizational crisis all the staff side employees join hand to deal with the issues, 37% of the respondents were not agreed to the point in question and stated that individual grudges are always there.
- 50% of the respondents stated that in case of JCM the staff side employees use to talk about the general welfare, but in case of interactions other than the JCM they are ready to argue for the individual benefits. 29% of the respondents stated that all the staff side employees are not alike, but still such cases use to appear and try destroying to the level of trust among the two.

### *Suggestions*

- As a matter of fact, the number of female employees is minimum in railways, and even less as representatives in JCM councils, the respective departments and the sponsors should pay attention to this aspect and try to raise the involvement of female employees in such agencies. This can benefit the issue in two aspects, firstly the engagement of female employees will be ensured, and they will feel motivated and secondly the blame of gender discrimination can be curbed.
- This is a well-known fact that every second year a trail of youngsters uses to join railways, as they pass the respective exams conducted by railway board and join the respective

departments. The departments should take the benefit of the same, because the young blood is coming in with better ideas and new aspects of working. This can be done by regular meeting with the new recruits and discussing with them.

- As far as railways is concerned, most of the staff side employees are in need of some or the other kind of consultation, may be regarding to their work or even personal, on both the fronts the officers may support them for the betterment of the department as well. This consultation may not wait for the meetings of JCM, which is held every 3 months.
- The researcher has observed and even the staff side workers have also reported that the drive of WPM has raised the overall productivity and most of the staff side members are aware of the kind of training and facilities that are available to them at different point of time. There are certain issues like work schedule, equipment handling, leaves, day offs and many other related things where they are always looking for answers. WPM is one factor that uses to provide them with all the answers.
- Most of the staff side workers fell that by the way of WPM they are now more motivated and fell more attached to their respective departments. But still they use to miss the real time consultation with that of their immediate superiors. Here the researcher may like to recommend that a direct helpline should be established that can take care of such issues and the work is completed in real time.
- Training is one issue that is very important in case of railways, every time some or the other kind of modern technology is introduced in the respective departments and new and even the existing employees need training for the same. This issue should be of major concern in the JCM meetings and respective solution should be provided to it.
- Then wastage and proliferation is one of the major issues, as far as supplies in railways is concerned, though all the necessary measures are taken to stop the same but then again a proper system of delivery and procurement should be developed and this should be the integral part of JCM meeting, may the staff side or the officer side should raise this point all the representative should discuss it on a priority.
- The researcher also observed that most of the times all the officer side members are enthusiastic for giving inputs in JCM meeting but the respective attitude to hear from the staff side members is not positive, this is one area that needs improvement in any case. Because in such formal gathering attitude matters a lot. If the officer side representatives are

not positive with the things, then it can surely be assumed that the meetings of JCM will never end to a common consensus and the respective argument will continue forever.

- As found by the researcher that in most of the meeting of JCM both the staff side and officer side representative are putting forward their point of views on some general issues related to the betterment of the organization, rather some of the of the issues should be related to reducing the operational cost at the departmental level and even some other type of costs like cost of supervision, cost of training, etc.

## References

1. Aaron, B. (1996). Unfair Labour Practices and The Right to Strike in the Public Sector: Has the National Labour Relations Act Been a Good Model? *Stanford Law Review*, 38(4). pp. 1097-1122.
2. Bhat, R., &Maheswari, S. (2005). Human Resource Issue: Implications for Health Sector Reforms, *Journal of Health Management*, Vol. 7, No. 1, pp. 1-36.
3. Bose, I. &Mudgal, R. K. (2012). Trade Union Participation in Leather Industry in Kolkata. *Indian Journal of Industrial Relations*, 48(2), 202-216.
4. Bourque, K. &Riffaud, M. (2007). Positive or Negative Effect of Employee Unions on Employees. *International Journal of Production Economics*, 36, pp. 169-183.
5. Budhwar, P. & Boyne, George (2004). Human Resource Management in the Indian Public and Private Sectors: An Empirical Comparison. *The International Journal of Human Resource Management*, 15(2).
6. Cregan, S. & Brown, N. (2010). A Study of Employee Participation in JCM as Union Leader. *International Journal of Improvements in Research and Generation*, Vol. 2, No. 4.
7. FitzRoy, F. & Kraft, K. (2013). A Study based on the Assessment of Skills and Participation of British Employees: Co-Determination, Efficiency and Productivity. *British Journal of Industrial Relations*, 43(2), pp. 233-247.
8. Justus, K., Vincent G., &Jemilohun, N. (2011). Statistical Analysis of Employee Participation in Organization Decision Making in Leather Industry in India. *International Journal of Innovative Science, Engineering and Technology*, Vol. 2, Issue 11.
9. Knudsen, H. &Simpkin, R. M. (2011). Work Environment and Participation: The Case of Factory Workers in Denmark and New Zealand. *Industrial Relations Journal*, Volume 44(1), 38-56.
10. Pahuja, H. (2012). Workers Participation Management in India. *International Journal of Science, Technology & Management*, Vol. 4(1), 14-20.
11. Srimannarayana, M. (2009). Measurement of Human Resource Activities in India. *Indian Journal of Industrial Relations*, Volume 45(2), pp. 265-276.

12. Ramaswamy, E. A., & Schiphorst, F. B. (2011). Human Resource Management, Trade Unions and Empowerment: Two Cases from India. *International Journal of Human Resource Management*, Vol.11, No. 4, pp. 664–80.
13. Rivera-Batiz, F. L. (2013). Democracy, Participation, Human Resource Development: An Introduction. *Review of Development Economics*, 6(2), pp. 135-150.
14. Wright, B. E., & Kim, S. (2009). Participation's Influence on Job Satisfaction: The Issues of Burnout in the Organizations of Indian Origin. *Review of Public Personnel Administration*, Volume 24 (1), pp. 18-40.