



# BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

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## SUMMER INTERNSHIP PROJECT 2024

### REPORT TITLE

Industrial Relation Practices

### SUBMITTED BY

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MBA Batch: 2023-25

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## CERTIFICATE

This is to certify that the project work entitled “**INDUSTRIAL RELATION PRACTICES AT MCL**” was carried out by the student Miss Prangya Parimita Sahoo, in partial fulfilment for the award of the degree, “**Master of BUSINESS ADMINISTRATION**” of the BIITM College, during the academic period **2023-2025**. This project work is original and exclusively done by the student under the guidance and supervision of **Mr. Srikanta Dakua**, Assistant Manager (Pers./HR), Coal India Ltd., A Govt. of India U/T. The report has not been submitted earlier for award/fulfilment of any degree to any other University/Institute.

Date:

Place: Bhubaneswar

Signature of the Guide



# MCL

A Govt. of India Enterprises.



**ITUWTS**  
NEW DELHI 2024

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Date: 19/07/2024

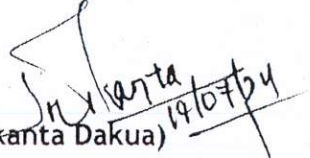
## CERTIFICATE

This is to certify that Mr/Ms. Prangya Parimita Sahoo (photograph affixed below) is Son/Daughter of Sri Bibhuti Bhusan Sahoo, studying Masters of Business Administration (MBA) in Biju Patnaik Institute of Information Technology & Management Studies (BIITM), Bhubaneswar, Berhampur, Odisha has undergone project work titled "Industrial Relations" practices in Personnel/HR Department of Hingula OCP, MCL, a subsidiary of Coal India Ltd. (a Govt. of India Enterprises) from 01.06.2024 to 15.07.2024 as per the letter no. MCL/GM/HRD/2024-25/1709 DATED 03.05.2024 issued by the Chief Manager (Min-HRD), MCL HQ.

His/Her conduct during the above period was found to be **GOOD**.

No. of working days- 38 Days (Excluding Sunday/PH)

No. of present days- 38 Days

  
(Srikanta Dakua)  
Asst Manager (Pers/HR)/HoD  
Hingula OCP, MCL  
Asst. Manager, (HR/Pers.)  
MCL, Hingula OCP (HA)

### Copy to-

1. The General Manager (HRD), MCL HQ.
2. The General Manager, Hingula Area.
3. The Project Officer, Hingula OCP.
4. The Area Personnel Manager, HA.
5. The Staff Officer, (S&T), HA.
6. The Safety/Training Officer, HOCP.
7. Person(s) concerned.
8. File.

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वसुधैव कुटुम्बकम्

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## DECLARATION

I, **Ms PRANGYA PARIMITA SAHOO** , Bearing university registration no. 2306258121 (MBA 2023-25 batch), hereby declare that the project report titled **HUMAN RESOURCE INFORMATION SYSTEM** is based on my internship at **MAHANADI COALFIELDS LIMITED**, during the period 01.06.2024 to 15.07 2024 and is an original work done by me under the supervision of **Mr. SRIKANTA DAKUA(External Guide)** and **Mr Mihir Ranjan Nayak(Internal Guide)**. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Signature

Place:

## **ACKNOWLEDGEMENT**

I am very thankful to the Management of Mahanadi Coalfield Limited for giving me an opportunity to carry on the project work. This has enabled me to study the **“INDUSTRIAL RELATIONS PRACTICES AT MAHANADI COALFIELDS LIMITED” IN COAL INDIA LIMITED** in the practical field at **Hingula OCP, Mahanadi Coalfields Ltd., Coal India Limited.**

I take this opportunity to express my deepest gratitude to my project guide **Mr. SRIKANTA DAKUA**. Assistant Manager (P/HR), Coal India Limited, whose deep interest makes this project a success and valuable one.

Finally, my sincere thanks to all the employees, officers and trade union members of Coal India limited who gave me their valuable time and played a major role in successful completion of this project.

**Signature of the student**

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**CHAPTER -I**  
**INTRODUCTION AND METHODOLOGY**

## **INTRODUCTION AND METHODOLOGY**

### **INTRODUCTION**

Human Resource takes active role in the modern economic scenario of Any country. The abundant physical resources alone cannot benefit the growth of the country without HR component. That consists of total knowledge, skill, ability, talent and aptitudes of an organizations workforce and which transforms physical resources into productive resource.

The economic progress of a country depends mostly on the process of industrialization and modernization of industries. The key elements in the proposition is that the values, attitudes, general orientation and quality of people of a country that determined its economic development. The modern labour movement is the reaction of modern industrialization process. In every organization, labour plays a vital role. Labour today, is the front-page news. The main concepts in IR are labour. It is the backbone of the nation playing in the life of the nation. Therefore, there is a need for a healthy contribution of labour that needs both physical and mental health of labour.

Modern man is no exception. The individual who works with an organization for livelihood has some expectations from the management. With these expectations, from both the parties, the management and labour, develops the maintenance of industrial relations. It concerns with the relationship of the people within their enterprises. Main problems of industrial relations today are job satisfaction efforts rewards co- relation, Absenteeism, grievance handling, participative management and industrial disputes. Industrial relations aim at to bring together and develop into an effective organization having regard for their contribution to it.

The term 'human resources' as used in organizations describes the workforce capacity available to devote to the achievement of organization's objectives. The subject has drawn upon concepts developed in industrial/organizational psychology and system theory. Human resources have at least two related interpretations depending on context. The original usage derives from political economy and economics, where it was traditionally called labour, one of four factors of production. This perspective has shifted as a consequence of further ongoing research into more applied approaches. The subject has expanded to 'Human Resources Development'. also called Investment in Human Capital. Such development may apply to individuals within an organization or applied beyond the level of the organization to that of industry sectors and nations.



## **IMPORTANCE OF INDUSTRIAL RELATIONS**

Human Resources Development is a framework for the expansion of human capital within an organization. Human Resources Development is a combination of training and education that ensures the continual improvement and growth of the individual, the organization, and the national human resourcefulness. Adam Smith states, «The capacities of individuals depended on their access to education". Human Resources Development is the medium that drives the process between training and learning in a broadly fostering environment. Human Resources Development is not a defined object, but a series of organized processes, "with a specific learning objective". Within a national context, it becomes a strategic approach to intersectional linkages between health, education and employment. Coming into Indian industrial sense, which is rapidly transforming from agrarian system to be industrial system, the study of manpower relations cannot be underestimated.

Relation between labour and management occupies a spacious range among the existing problems of our industrial age. It has been increasingly realized that good management relations play a vital role in the development of national economy. Industrial harmony is essential for economic progress and the concept of Industrial harmony postulated the existence of understanding co-operating and sense of partnership between the employees. Industry is said to be a family in which workers and employers should work together and their relationship should be based on a high moral principle. Industrial relation has become the vital link in the chain of industrialization and economic growth. It is a dynamic concept which depends upon the pattern of society, economic system and political set-up of country and changes with the changing economic and social order. The government policy with respect of industrial relations were statutory affirmative of the right of labour to organize to bargain collectively, and to strike, prohibition of interference with these rights, on the part of the employers and establishment of agencies for mediation, conciliation, arbitration and administrative dispositions of disputes between labour and management.

## **CONCEPTUAL FRAME WORK FOR THE STUDY**

In this present study I have focused on the various aspects of Industrial Relations i.e. Positive and negative aspects of Industrial Relations. Under these aspects various dimensions are covered, which are follows as under:

- Trade union movement
- Collective Bargaining
- Workers participative Management

- Grievance Handling
- Industrial Disputes
- Disciplinary Actions

These dimensions constitute the conceptual framework of my study.

## **SCOPE OF THE STUDY**

The scope of the study is confined to a single unit that is HINGULA OCP, MCL. To draw a broader conclusion on the study, the researcher has gone for an intensive study on the areas of IR function in the company. Though the scope of the field is very vast, keeping in view the availability of resource the time factor, the present study limited to a single unit, aims at studying how industrial unit in organizing its manpower and administrating towards achieving organizational goals.

### **1. Personnel Administration**

- ✓ Work organisation and employment practices
- ✓ Organisation structure and functions of the HR and Industrial climates
- ✓ Labour welfare

### **2. Industrial Relations**

- ✓ Positive aspects of industrial relations, which broadly cover collective bargaining, labour management co-operation etc.
- ✓ Trade unions and the relationship with management.
- ✓ Negative aspects of industrial relations such as conflict resolution.

Including industrial disputes and their settlement, absenteeism etc.

The nature of the study is basically practical oriented, without having the knowledge, practice at the field level, one cannot conceive fully the reality behind which regulates the industrial relations in an enterprise. Moreover, it can be said practical knowledge is needed to equip with necessary sound knowledge about the industrial relations and other important areas. One has to acquire both the theoretical and practical Knowledge. The present study aims at making an collaborate analysis of different functions in the area of:

## **OBJECTIVES OF THE STUDY**

The overall objective of the study is to understand the various practices followed by the management in the fields of personnel administration, industrial relations and labour welfare. This short of study helps to understand the problem of industrial relations in a much smaller way. Another aim is to understand to what degrees the relation is harmonious or acrimonious between the employer

and employee directly contributing to the progress or down fall of the industrial health of the organization. Thus the present study has the following specific objectives:

- To study the structure of the organization.
- To study the aspects of industrial relations including collective bargaining and the bipartite committees and this evaluation.
- To know in detail about the disciplinary procedure and actions.
- To study about the handling of grievances.
- To study the practices relating to manpower planning.

The purpose of the study all above practices is to acquaint with the actual working situation and enable them to learn practical skill relating industrial relations.

### **PURPOSE OF THE STUDY**

The present study has been organized as an academic requirement as a partial fulfilment of the master degree in I.R. & P.M. The students are required to undertake project work for a period of one month and to submit dissertations to the affect. Beside other purpose behind study:

- i. To make the student acquired with the involved in the industrial organization.
- ii. Practice is different from theory: practice will increase the knowledge and skill as well as the experience of the student. So, by gaining theoretical knowledge from class room and practice knowledge through the work study a student will internship all that are fight in a class room. In the changing scenario, the need and maintenance of proper discipline hold great impact in the ultimate goal of the organization. In the changing scenario, the need and maintenance of proper discipline hold great impact in the ultimate goal of the organization.

### **METHODOLOGY**

Methodology is highly essential in the field of social research, while selecting these methods what should be kept in mind is that these must be based on scientific approach. It refers to the matters or techniques used in the research process or conducting investigation systematically. Methods of data collection require observation of facts and collection of data. Hence, the scholar has adopted the following methods of social research.

#### **Historical method**

This method is adopted by the researcher in order to study the history of the organization and also various development of the organization since its inception

till the day of study.

### Case study method

This method is more intensive in nature and the potency to have fair ideas on various accepts. Here the entire unit under the study has been taken as a case and an in-depth study covering all related aspects undertaken.

### Statistical Method

This method is used to obtain statistical information about quantity of production, financial position, man power position, sales turn over, strike, work stoppage etc.

### Survey method

The survey method has been adopted to survey the opinions and attitudes of management and worker towards the welfare facilities and indicates the study of organizationphenomenon of the company

## **SOURCES OF DATA COLLECTION**

Collection of data requires systematic observation of fact. There are two sources of data collection. They are:

#### a) Primary source

In the primary source, data are collected by questionnaire & personal interview with the employees of NALCO. It is a direct approach. The techniques used in primary sources are:

- Schedule
- Interviews
- Questionnaires
- Observations

In this survey, face-to-face interview with the executives had helped the scholar forcollection of relevant information from those sample respondents.

#### b) Secondary source

In this Secondary source, data are collected from:

- Manuals
- Articles
- Office records
- Files
- Wage charts
- Journals
- Annual Report
- Internet Website

## **TOOLS AND TECHNIQUES OF DATA COLLECTION**

For the collection of data from management or executives a structured Schedule has been used. A Questionnaire were used personally by the researcher to know the views of the sample respondents about the various policies and procedures of the organization. This was also followed with non-participative observation.

## **MODE OF ANALYSIS**

A discriminate accumulation of facts does not lead to conclusion but to confusion. The end result of factory visit was the accumulation of data quantitatively. These data are analysed, classified and tabulated. Various techniques of classification and tabulation are made.

## **PRESENTATION OF THE STUDY**

The whole project has enthusiastically been prepared with a systematic approach. The study has been compartmentalized in five parts. Each segment of the study bears some aspects and presented in separate chapters have been arranged in a logical sequence for better convenience of the reader.

**Chapter-I** deals with introduction, concept and scope of the study, methodology.

**Chapter-II** a detailed description has been made on the organization profile.

**Chapter-III** deals with the structure and different functions of HRD department.

**Chapter-IV** devotes to INDUSTRIAL RELATIONS CLIMATE that deals with a various positive and negative aspects of IR.

**Chapter V** presents the over view and analysis of the respondents and

**Chapter-VI** embodies the conclusion of the study with some valuable suggestion.

## **LIMITATIONS OF THE STUDY**

Like the other social research work, the present study equally suffers from some limitations. The researcher faced mainly the following limitations during his study at HINGULA OCP, MCL.

1. Sometimes the management was reluctant to show some records as it was confidential
2. The management was not able to spare much time for interview and discussion due to their professional engagement.
3. Moreover, the study was conducted within a short duration of time

that is only for one month. Whereby it is not possible to complete a study of this kind which has a vast area in itself. so, this short time was also another limitation to this study.

## **CHAPTER-II**

### **PROFILE OF THE ORGANISATION**

## **Profile of the Organisation**

### **INTRODUCTION:**

Coal India Limited (CIL) the state-owned coal mining corporate came into being in November 1975. With a modest production of 79 Million Tonnes (MTs) at the year of its inception CIL, today is the single largest coal producer in the world and one of the largest corporate employer with manpower of 239210(as on 1st April, 2023). CIL functions through its subsidiaries in 83 mining areas spread over eight (8) states of India. Coal India Limited has 322 mines (as of 1st April 2023) of which 138 are underground, 171 opencast, and 13 mixed mines and also manages other establishments like workshops, hospitals, and so on. CIL has 21 training Institutes and 76 Vocational Training Centres. Indian Institute of Coal Management (IICM) as a state-of-the-art Management Training ‘Centre of Excellence’ – the largest Corporate Training Institute in India - operates under CIL and conducts multi-disciplinary programmes.

CIL is a *Maharatna* company - a privileged status conferred by the Government of India to select state-owned enterprises in order to empower them to expand their operations and emerge as global giants. The select club has only ten members out of more than three hundred Central Public Sector Enterprises in the country.

CIL has eleven fully owned subsidiary companies viz. Eastern Coalfields Limited (ECL), Bharat Coking Coal Limited (BCCL), Central Coalfields Limited (CCL), Western Coalfields Limited (WCL), South Eastern Coalfields Limited (SECL), Northern Coalfields Limited (NCL), Mahanadi Coalfields Limited (MCL), Central Mine Planning & Design Institute Limited (CMPDIL), CIL Navi Karniya Urja Limited for development of non-conventional/clean & renewable energy and CIL Solar PV Limited for development of solar photovoltaic module. CIL has a foreign subsidiary in Mozambique namely Coal India Africana Limitada (CIAL). Further CIL has five Joint Venture companies- Hindustan Urvarak & Rasayan Limited, Talcher Fertilizers Ltd., CIL NTPC Urja Pvt. Ltd., Coal Lignite Urja Vikas Private Limited & International Coal Venture Private Limited.

The mines in Assam i.e. North Eastern Coalfields (NEC) is managed directly by CIL.

Mahanadi Coalfields Limited, a subsidiary of Coal India Ltd is having four (4) Subsidiaries, SECL has two (2) Subsidiaries and CCL has one (1) subsidiary.

### **Unmatched Strategic Relevance:**

Contributes to 85% of total domestic coal production and 75% of total coalbased generation. CIL contributes to 55% of total power generation and meets 40 % of the primary commercial energy requirements of the country. Plays a key role in “Make in India” and making India incorporate globally competitive.



### **Production and Growth:**

CIL ended the year with the best-ever production figure of 703.21 MT registering a growth of 12.94 %, the highest ever offtake of 694.69 MT a massive 32.80 MT increase over 2021-22 recording a growth of 5% and the greatest overburden removal (OBR) at 1658.627 MCum reporting a robust growth of 21.77%.

MCL maintained its number one position amongst the subsidiaries with highest coal production of 193.26 Million Te. Five of CIL's coal producing subsidiaries BCCL (113%), MCL (110%), NCL (108%), WCL (104%), and CCL (100%) have raced ahead of their respective production targets of 2022-23.

The raw coal offtake during 2022-23 stood at its highest ever level of 694.69 Million Tonnes (MT) in comparison to 661.89 MT during 2021-22. The offtake in 2022-23 recorded a growth of 5% over 2021-22 breaking all previous records of offtake and wagon loading performance.

### **Projects:**

There are 117 ongoing Mining projects having an annual capacity of 928.7 MTY which have contributed 501 MT in the year 2022-23.

24 mining projects have been approved in FY 22-23 with sanctioned capacity of 140.30 MTY. These projects are expected to contribute additional production to augment coal production of CIL to 1 billion tonnes by FY 2025-26.

### **Consumer Satisfaction:**

Consumer satisfaction is a priority area for CIL and for enhanced consumer satisfaction, special emphasis has been given to Quality Management of Coal from mine to dispatch point.

### **Touching Peoples' lives at the grass root level:**

Unlike other parts of the world, coal reserves in India mostly under the forest land or in tribal inhabited areas. Inevitably coal mining displaces people. But, CIL has a well-structured Rehabilitation and Resettlement Policy for Project Affected People.

### **Corporate Citizen:**

CIL is one of the highest CSR spenders amongst the PSUs. CSR activities undertaken by the Company includes education, healthcare, women empowerment, skill development sports etc. CIL and its subsidiaries have spent Rs 586.50 crores on CSR activities during 2022-23.

### **Coal beneficiation:**

CIL is presently operating 13 Coal Washeries with a total operable washing capacity of 24.94 MTY. Out of these, 11 are coking coal washeries and balance 2 are non-coking, with operable capacities of 13.94 MTY and 11 MTY respectively.

The total washed coal production from the existing coking coal washeries during 2022-23 was about 2.155 MT, a growth of more than 33.7% from 2021-22.

**Care for Environment/ Environmental Management:**

Greening the mining areas in a two-year period, CIL's plantation in its mining areas almost went up two-fold to 1613.39 Hectares (Ha) in FY 22-23 from 1,468 Ha of FY'22. During the fiscal year, CIL has planted over 31.01 lakh saplings. CIL has exceeded the 2022-23 target of 1,510 Ha achieving 107% satisfaction. A total of 30 such eco-parks are already attracting steady footfalls. Plans are afoot for the creation of more eco parks, ecotourism sites and eco-restoration site in mining. CMPDI HQ and its seven RIs are certified for ISO 9001:2015. Moreover, CMPDIL HQ, Ranchi has been certified with ISO 37001:2016 (Anti-Bribery Management System).

**Conservation of Energy:**

Conservation of Energy is a priority area for CIL and various measures are taken towards reduction in specific energy consumption. High wattage luminaries /conventional light fittings have been replaced with low power consuming LEDs of appropriate wattage in the majority of the places for quarry lighting, UG mine lighting, street lighting, office and other workplaces, townships, etc., thereby resulting in huge saving in electricity consumption. 18626 High energy efficient super fans have been installed in different subsidiaries of CIL. 625 Energy Efficient Water Heaters have been installed at different places in CIL subsidiaries, and 1016 Auto Timers in Street Lights have been installed at different places in CIL subsidiaries.

**Foraying into renewables:** Decarbonisation of Operations

**Solar Energy generation:**

CIL & Subsidiary Companies are pursuing the use of renewable energy sources. The total solar energy generated during 2022-23 was 68.36 Lakh units.

**Moving towards the achievement of Carbon Neutrality:**

Due to the implementation of energy efficiency measures, in 2022-23 around 52.10 million units of electrical energy have been saved which shall result in the reduction of 42725 Tonnes of CO<sub>2</sub> per annum (approx.). Similarly, during 2022-23 an energy audit was conducted in 10 mines of CIL, and 13.531 million units of electrical energy were saved which shall result in the reduction of CO<sub>2</sub> by 11095 Tonnes/Ye (approx.) Solar energy generation has resulted in the reduction of CO<sub>2</sub> emission by 5606 Tonnes per annum (approx.).

**Enterprise Resource Planning (ERP):**

CIL has successfully implemented Enterprise Resource Planning (ERP) to optimise resource utilisation and improve monitoring across its operations. This

implementation has facilitated real-time information sharing with various stakeholders, including employees, vendors, and customers. Through the ERP system, CIL has established a robust monitoring system that provides timely updates on key performance indicators related to environmental clearance, forest clearance, land acquisition, and possession. This system is crucial for mining projects, as it ensures compliance with regulatory requirements. Additionally, contractor performance for major infrastructure projects is regularly reviewed based on reports generated through the ERP system.

To effectively track progress across all work streams, CIL has leveraged the Project System (PS) module of ERP. This module maintains and updates information related to statutory clearances, land, rehabilitation and resettlement (R&R), infrastructure, and other project related aspects on a periodic basis. This schedule monitoring process helps identify bottlenecks, analyze interdependencies, and determine critical actions required for expediting project implementation. The ERP Dashboards within the system display actionable insights derived from the project in real-time. These dashboards enable senior management to make faster decisions based on the latest project updates and performance metrics.

### **Diversification Strategy: Chemicals & Fertilizers Sector and New Business Verticals**

Coal India Ltd is diversifying into solar power generation, revival of fertilizer plants, thermal power generation and CBM.

### **System Improvement in Project Monitoring:**

CIL is currently executing a variety of projects, ranging from mining, washery, evacuation projects, etc. In order to ensure smooth implementation of such projects, CIL is continuously monitoring the ongoing progress through a number of sophisticated project management mechanisms.

### **Safety Policy of CIL:**

Safety is accorded prime importance in the operations of CIL as exemplified in the mission statement of CIL. CIL has a well-defined Safety Policy for ensuring safety in mines.

### **First Mile Connectivity:**

Coal India Limited will switch over to mechanized coal transportation through conveyor belts in its large mines by 2023-24 minimizing the existing road transport of coal. Sixty-One FMC projects are planned to be operationalized in three phases by 2028-29 increasing the mechanized conveyor system and computerized Rapid Loading capacity of CIL from existing 151MTPA to 914.5 MTPA by FY 28-29. This move promotes environmental safety and prevents possible coal pilferage. It will also lead to mechanized loading of coal which will have benefits like saving in

diesel cost, crushing and sizing of coal, quicker and quality computerized pre-weighed coal loading.

### **Future Outlook:**

CIL is committed to playing a major role in achieving the Nation's energy security. Based on the demand projection in 'Vision 2024' for the coal sector in the country and subsequent demand projection on CIL, a roadmap has been prepared wherein CIL has envisioned 1 Billion Tonne (Bt) production in the year 2025-26 to meet the coal demand of the country. To achieve this target, CIL has already identified all resources required, including major projects that will contribute to its 1 BT production.

### **History and Formation of Coal India Limited:**

With dawn of the Indian independence a greater need for coal production was felt in the First Five Year Plan. In 1951 the Working Party for the coal Industry was set up which included representatives of coal industry, labour unions and government which suggested the amalgamation of small and fragmented producing units. Thus the idea for a nationalized unified coal sector was born. Integrated overall planning in coal mining is a post-independence phenomenon. National Coal Development Corporation was formed with 11 collieries with the task of exploring new coalfields and expediting development of new coal mines.

### **Factors which led up to Nationalization of Coal Industry in India**

Nationalization of coal industry in India in the early seventies was a fall out of two related events. In the first instance it was the oil price shock, which led the country to take up a close scrutiny of its energy options. A Fuel Policy Committee set up for this purpose identified coal as the primary source of commercial energy. Secondly, the much-needed investment needed for growth of this sector was not forthcoming with coal mining largely in the hands of private sector. The objectives of Nationalization as conceived by late Mohan Kumaramangalam were; Conservation of the scarce coal resource, particularly coking coal, of the country by

- Halting wasteful, selective and slaughter mining.
- Planned development of available coal resources.
- Improvement in safety standards.
- Ensuring adequate investment for optimal utilization consistent with growth needs.
- Improving the quality of life of the work force.

More-over the coal mining which hitherto was with private miners suffered with their lack of interest in scientific methods, unhealthy mining practices etc. The living conditions of miners under private owners were sub-standard.

### **Formation of Coal India Limited:**

With the Government's national energy-policy the near total national control of coal mines in India took place in two stages in 1970s. The Coking Coal Mines (Emergency Provisions) Act 1971 was promulgated by Government on 16 October 1971 under which except the captive mines of IISCO, TISCO, and DVC, the Government of India took over the management of all 226 coking coal mines and nationalised them on 1 May, 1972. Bharat Coking Coal Limited was thus born. Further by promulgation of Coal Mines (Taking over of Management) Ordinance 1973 on 31 January 1973 the Central Government took over the management of all 711 non-coking coal mines. In the next phase of nationalization these mines were nationalized with effect from 1 May 1973 and a public sector company named Coal Mines Authority Limited (CMAL) was formed to manage these non-coking mines. A formal holding company in the form of Coal India Limited was formed in November 1975 to manage both the companies.

### **MISSION:**

To produce and market the planned quantity of coal and coal products efficiently and economically in an eco-friendly manner with due regard to safety, conservation and quality.

### **VISION:**

To emerge as a global player in the primary energy sector committed to provide energy security to the country by attaining environmentally & socially sustainable growth through best practices from mine to market.

**❖ BHARAT COAL GASIFICATION AND CHEMICALS LIMITED(BCGCL)**

**A new subsidiary of coal India limited by the joint venture of BHEL and CIL.  
An undertaking for a COAL-TO-CHEMICALS business.**

### **Products and services:**

#### **COKINGCOAL:**

These coals, when heated in the absence of air, form coherent beads, free from volatiles, with strong and porous mass, called coke.

- ☐ These have coking properties.
- ☐ Mainly used in steel making and metallurgical industries.
- ☐ Also used for hard coke manufacturing.

### **SEMI COKING COAL:**

These coals, when heated in the absence of air, form coherent beads not strong enough to be directly fed into the blast furnace. Such coals are blended with coking coal in adequate proportion to make coke.

- ☐ These have comparatively less coking properties than coking coal
- ☐ Mainly used as blend-able coal in steel making, merchant coke manufacturing and other metallurgical industries.

### **NON-COKING COAL:**

These are coals without coking properties.

- ☐ Mainly used as thermal grade coal for power generation
- ☐ Also used for cement, fertilizer, glass, ceramic, paper, chemical and brick manufacturing, and for other heating purposes.

### **WASHED AND BENEFICIATED COAL:**

These coals have undergone the process of coal washing or coal beneficiation, resulting in value addition of coal due to reduction in ash percentage.

- ☐ Used in manufacturing of hard coke for steel making
- ☐ Beneficiated and washed non-coking coal is used mainly for power generation
- ☐ Beneficiated non-coking coal is used by cement, sponge iron and other industrial plants

### **MIDDLINGS:**

Middlings are by-products of the three stages coal washing / beneficiation process, as a fraction of feed raw coal.

- ☐ Also used by domestic fuel plants, brick manufacturing units, cement plants, industrial plants, etc.
- ☐ Used for power generation

### **REJECTS:**

Rejects are the products of coal beneficiation process after separation of cleans and / or middlings, as a fraction of feed raw coal.

- ☐ Used for Fluidized Bed Combustion (FBC) Boilers for power generation, road repairs, briquette (domestic fuel) making, land filling, etc.

### **CIL COKE / LTC COKE:**

CIL Coke / LTC Coke is a smokeless, environment friendly product of the Dankuni Coal Complex, obtained through low temperature carbonisation.

- ☐ Used in furnaces and kilns of industrial units
- ☐ Also used as domestic fuel by households, hotels, etc.

### **COAL FINES / COKE FINES:**

These are the screened fractions of feed raw coal and LTC coke / CIL Coke respectively, obtained from the Dankuni Coal Complex and other coke oven plants.

- ☐ Used in industrial furnaces as well as for domestic purposes.

### **TAR / HEAVY OIL / LIGHT OIL / SOFT PITCH:**

These are products from Dankuni Coal Complex using low temperature



carbonization of non-coking coal in vertical retorts.

- Used in furnaces and boilers of industrial plants as well as power houses, oil, dye, pharmaceuticals, industries, etc.

**The table below sets forth the various gross calorific value (GCV) based bands of non-coking coal produced by us**

Sl. No	GCV Bands
	(Kcal/Kg)
1	Exceeding 7000
2	Exceeding 6700 and not exceeding 7000
3	Exceeding 6400 and not exceeding 6700
4	Exceeding 6100 and not exceeding 6400
5	Exceeding 5800 and not exceeding 6100
6	Exceeding 5500 and not exceeding 5800
7	Exceeding 5200 and not exceeding 5500
8	Exceeding 4900 and not exceeding 5200
9	Exceeding 4600 and not exceeding 4900
10	Exceeding 4300 and not exceeding 4600
11	Exceeding 4000 and not exceeding 4300
12	Exceeding 3700 and not exceeding 4000
13	Exceeding 3400 and not exceeding 3700
14	Exceeding 3100 and not exceeding 3400
15	Exceeding 2800 and not exceeding 3100
16	Exceeding 2500 and not exceeding 2800
17	Exceeding 2200 and not exceeding 2500



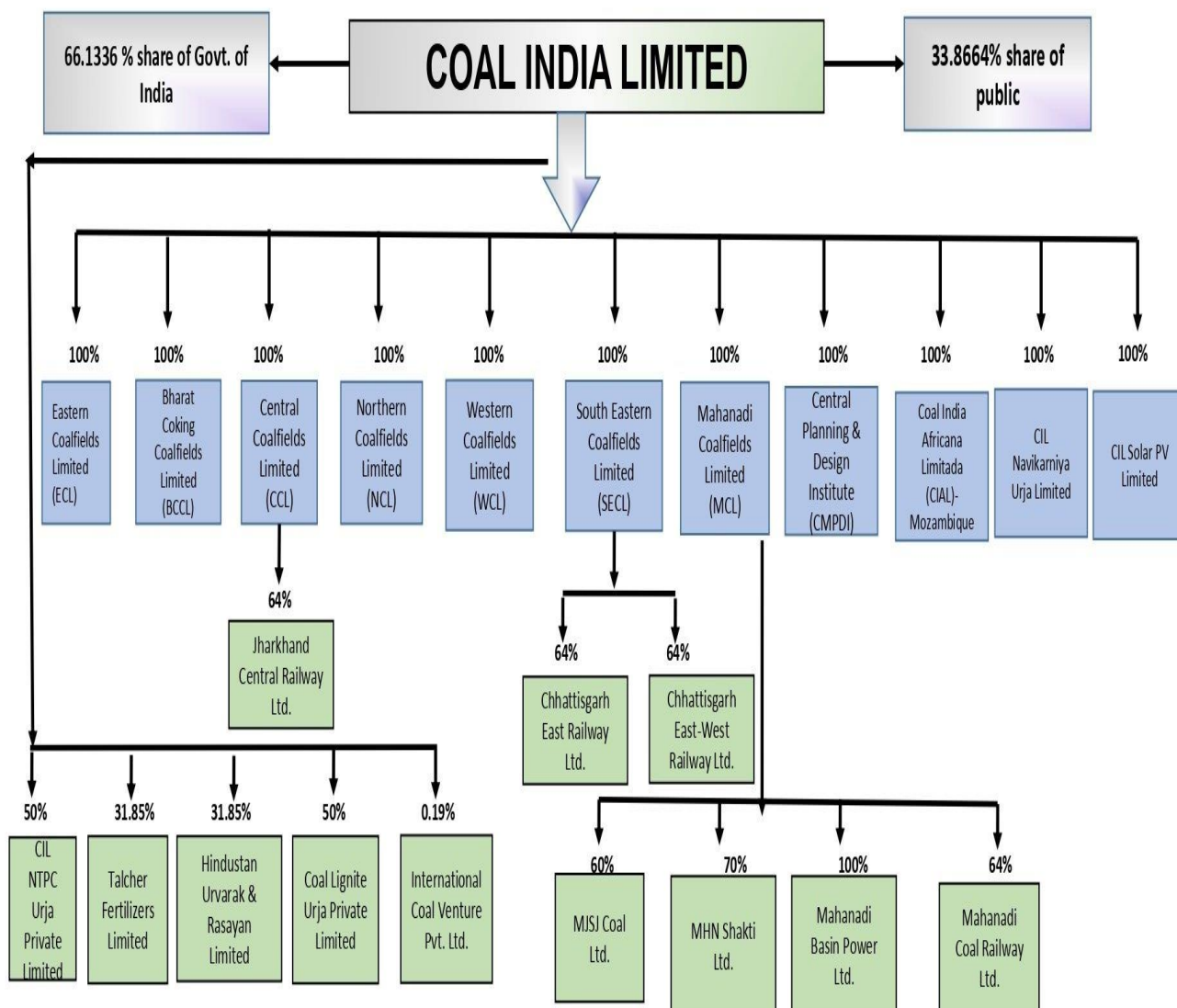
The table below describe the grades of semi coking coal:

GRADE	Ash+ Moisture content
Semi coking grade I("SC I")	Ash+ moisture content<19%
Semi coking grade II("SC II")	19%<= <u>Ash+moisture</u> content<24%

*The table below sets forth the various grades of coking coal*

GRADE	ASH CONTENT
Steel grade I("ST I")	Ash content<15%
Steel grade II("ST II")	15%<=Ash content<18%
<u>Washery</u> grade I("W I")	18%<=Ash content<21%
<u>Washery</u> grade II("W II")	21%<=Ash content<24%
<u>Washery</u> grade III("W III")	24%<=Ash content<28%
<u>Washery</u> grade IV ("W IV")	28%<=Ash content<35%

## ORGANISATION STRUCTURE OF COAL INDIA LIMITED:



The mines of Assam is under NEC which is administered directly by CIL

**BOARD**  
**FUNCTIONAL DIRECTORS**

- ❖ **Shri P M Prasad, Chairman-cum-Managing Director**
- ❖ **Shri Vinay Ranjan, Director (P&IR)**
- ❖ **Dr. B. Veera Reddy, Director (Technical)**
- ❖ **Shri Debasis Nanda, Director (Buisness)**
- ❖ **Shri Mukesh Choudhry, Director**
- ❖ **Shri Mukesh Aggrawal, Director (finance)**

**ACHIEVEMENTS (2024)**

- ❖ Chairman Coal India Shri P M Prasad honoured with Bhaskar Bhartacharjee Memorial Award, by IIT(ISM), Dhanbad.
- ❖ Director (Technical), Dr. B V Reddy conferred with Jaswant Singh Gill Memorial Saward, for excellence in mines.

## ❖ **MAHANADI COALFIELDS LIMITED:**

### **INTRIDUCTION:**

Mahanadi Coalfield Limited (MCL) a wholly owned subsidiary of Coal India Limited (CIL) was incorporate under the Indian Companies Act,1956 with the objective to acquire and takeover any of the business activities carried on by the CIL and/or by its subsidiaries with all the associated assets, liabilities, obligations and current contracts especially in Odisha region from south-eastern Coalfields LTD. and to carry on in India or elsewhere the trade or business of coal mining including the management of coal mines either independently or for and on behalf of or under the direction of CIL, the Central Government or any State Government as custodian, receiver or in any similar capacity. MCL is schedule 'B' Miniratna CPSE in Coal and Lignite sector under the administration and jurisdiction of Ministry of coal. Its Registered and corporate offices are at Sambalpur, Odisha. We are incorporated under the companies Act,1956, and are subsidiaries of coal India limited, which has a majority shareholding by the Government of India (GOI). Our coal reserve is spread over two coalfields- Talcher and IB valley- with ten operating areas consisting of seven underground and sixteen open cast projects.

### **OPERATING AREAS:**

Talcher Coalfields	IB Valley Coalfields
<ul style="list-style-type: none"><li>➤ Jagannath Area</li><li>➤ Bharatpur Area</li><li>➤ <b>Hingula Area</b></li><li>➤ Lingaraj Area</li><li>➤ Kaniha Area</li><li>➤ Talcher Area</li><li>➤ Subhadra Area (Inception phase)</li></ul>	<ul style="list-style-type: none"><li>➤ Lakhanpur Area</li><li>➤ IB Valley Area</li><li>➤ Basundhara</li><li>➤ Mahalaxmi Area</li><li>➤ Orient Area</li></ul>

### **SUBSIDARIES:**

**We have three subsidiary Companies and one joint-Venture (JV)**  
**Company namely:**

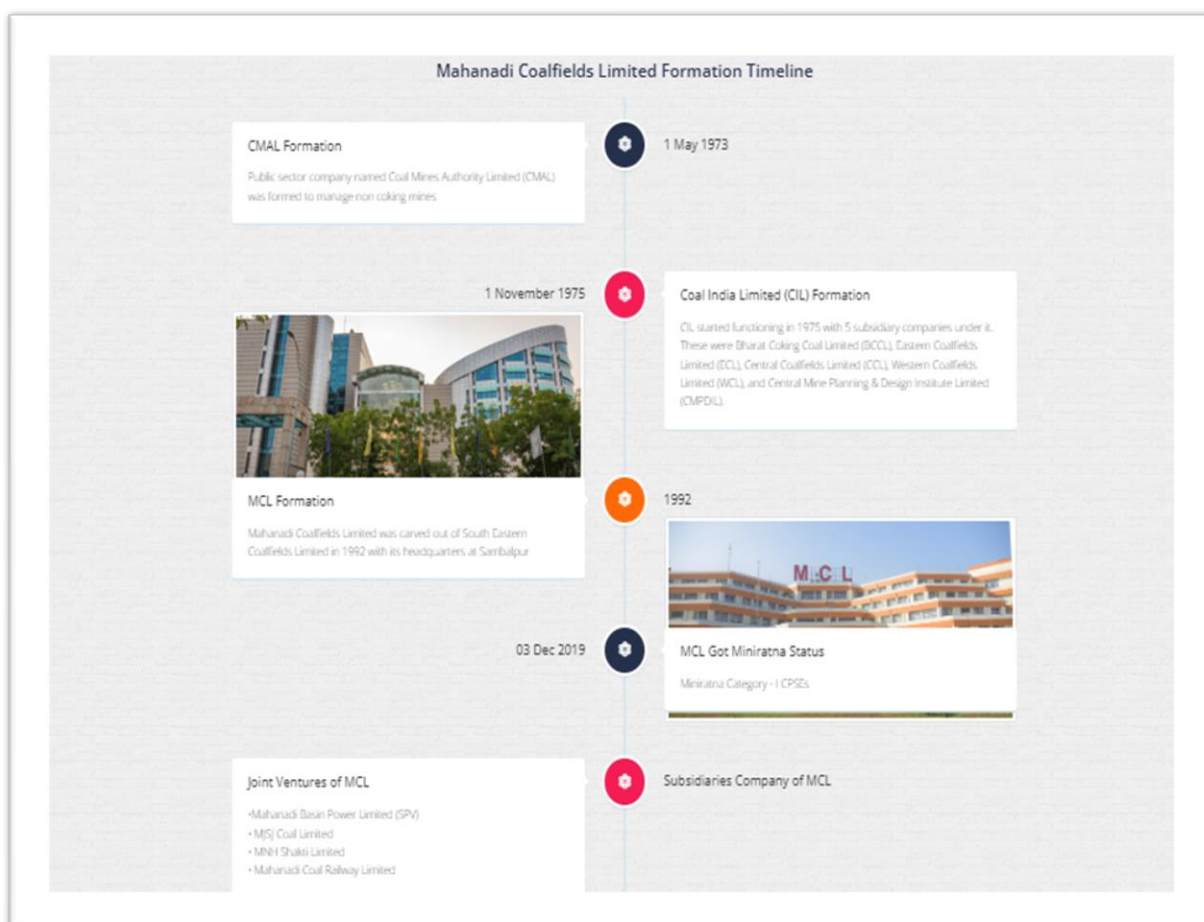
1. MNH Shakti Limited
2. MJSJ Coal Limited
3. Mahanadi Basin Power Limited (SPV)

#### 4. Neelanchal Power Transmission Company Pvt. Limited. (JV)

##### **Formation:**

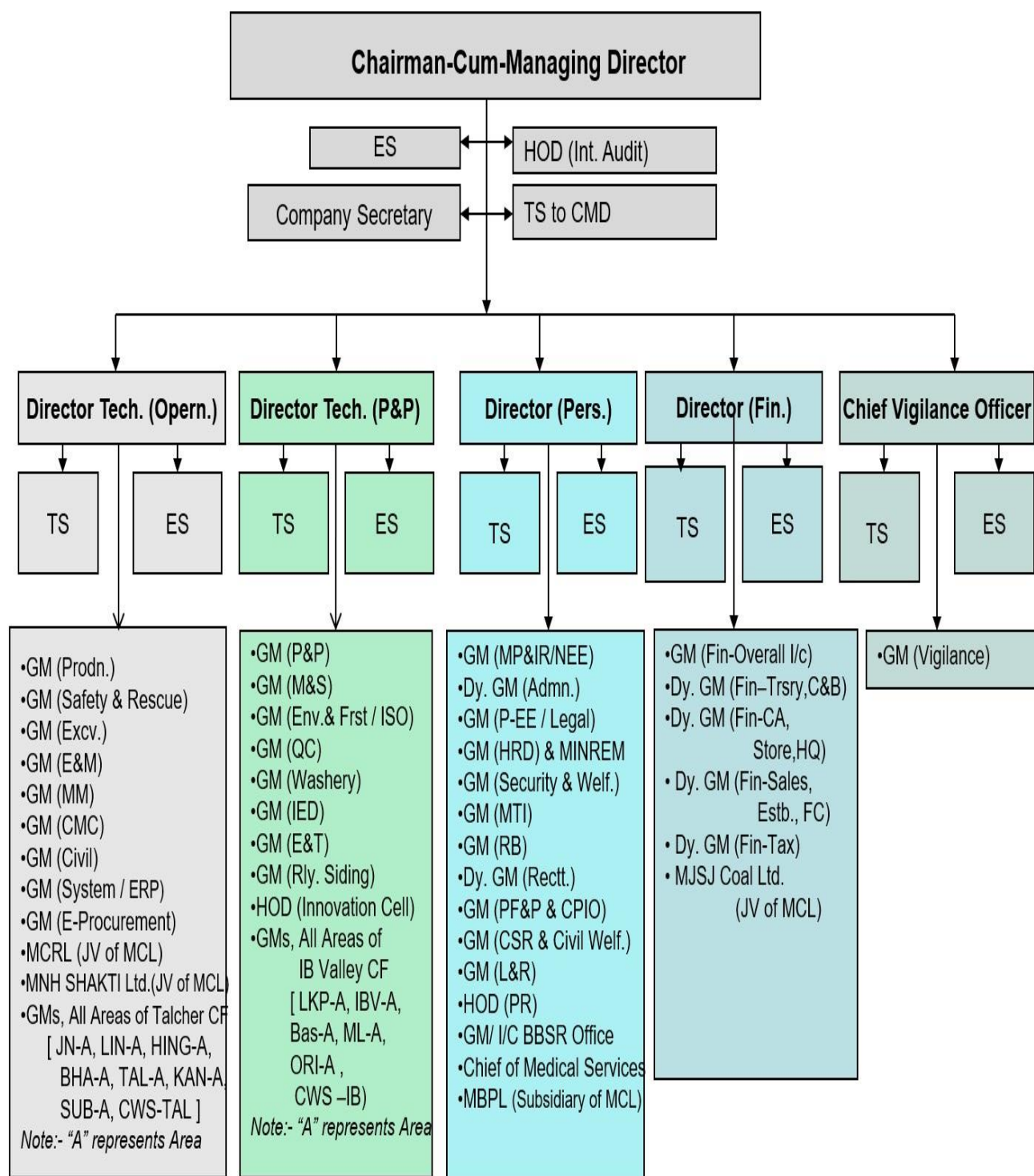
- ❖ CMAL Formation: Public sector company named Coal Mines Authority Limited (CMAL) was formed to manage non-coking mines. (1 May 1973)
- ❖ Coal India Limited (CIL) Formation: CIL started functioning in 1975 with 5 subsidiary companies under it. There were Bharat coking coal limited (BCCL), Eastern Coalfields limited (ECL), Central coalfields limited (CCL), Western coalfields limited (WCL), and Central mineplanning and design institute limited (CMPDIL). (1 NOV 1975)
- ❖ MCL Formation: Mahanadi coalfields limited was carved out of south Eastern coalfields limited in 1992 with its headquarter at Sambalpur. (1992)
- ❖ MCL Got Miniratna status: Miniratna category -1 CPSEs (03 Dec 2019)

##### **FORMATION TIMELINE**



## ORGANISATION STRUCTURE OF MCL

### ORGANIZATION STRUCTURE OF MAHANADI COALFIELDS LIMITED



**MAN POWER:**

Category	Executive	Supervisory	High Skilled	Semi Skilled	Ministerial	Other	Total
As on 01.04.2018	1883	3422	3032	12856	1238	0	22431
As on 01.04.2019	1819	3351	3044	12978	1160	0	22352
As on 01.04.2020	1759	3268	3072	12777	1111	0	21991
As on 01.04.2021	1711	3383	3025	12514	1269	0	21902
As on 01.04.2022	1781	3615	2845	12379	1243	0	21863
As on 01.04.2023	1894	3552	2710	12094	1577	0	21827
As on 01.04.2024	1853	3701	2646	11617	1676	0	21493

**COAL PRODUCTION:**

CATEGORY	COAL PRODUCTION (M.T)	REMOVAL (M.CU.M)
2015-16	137.901	98.414
2016-17	139.21	133.34
2017-18	143.06	138.18
2018-19	144.15	130.00
2019-20	140.36	124.51
2020-21	148.01	173.15
2021-22	168.168	206.173
2022-23	193.26	245.98

**PRODUCTIVITY:**

Category	UG OMS	OC OMS	TOTAL OMS
2015-16	0.67	24.24	18.88
2016-17	0.65	25.72	20.08
2017-18	0.74	31.52	24.22
2018-19	0.82	28.75	23.83



2019-20	0.87	26.74	22.73
2020-21	0.60	32.30	27.15
2021-22	0.57	39.41	32.76
2022-23	0.59	41.20	35.65

### **SAFETY OF MINE:**

MCL is one of the fast-growing subsidiary of coal India LTD with due diligence towards safety and conservation. MCL has a “safety policy” in place with the objectives to achieve “Zero Harm potential”. To attain the safety Organization (ISO) functions at corporate, Area and unit level. The company campaigns for safety and conducts various awareness programmes at regular intervals among employees at every level. With sustained growth in production level, MCL makes all-out efforts to minimize rate of accidents over the years.

<b>Category</b>	<b>Fatalities per MT</b>	<b>Fatality rate per 3 Lakhs manshift</b>	<b>Serious injury per MT</b>	<b>Serious injury Rate per 3lakhs manshift</b>
2009-10	0.015	0.130	0.060	0.521
2010-11	0.020	0.131	0.080	0.522
2011-12	0.048	0.340	0.096	0.680
2012-13	0.009	0.061	0.030	0.426
2013-14	0.009	0.067	0.100	0.738
2014-15	0.008	0.061	0.082	0.605
2015-16	0.015	0.129	0.029	0.258
2016-17	0.043	0.379	0.057	0.506
2017-18	0.021	0.191	0.042	0.382
2018-19	0.049	0.436	0.028	0.249
2019-20	0.057	0.489	0.043	0.366
2020-21	0.020	0.201	0.007	0.067
2021-22	0.006	0.033	0.024	0.133



2022-23	0.010	0.066	0.016	0.100
2023-24	0.029	0.189	0.019	0.126

## **Corporate Social Responsibility (CSR) policy of Mahanadi Coalfields Limited (MCL):**

### **INTRODUCTION**

The concept of Corporate Social Responsibility (CSR) has gained prominence from all avenues. Organizations have realized that government alone will not be able to get success in its endeavor to uplift the downtrodden of the society. With the rapidly changing corporate environment, Mahanadi Coalfields Limited (MCL) has adopted CSR as a strategic tool for sustainable growth. For MCL, in the present context, CSR means not only investment of funds for social activity but also integration of business processes with social processes.

Even much before the issue became a global concern, MCL was aware of its Corporate Social Responsibility and was fulfilling the aspiration of the society through well-defined “Community Development Policy within the periphery of 8 kilometres of its project sites. This has resulted in a harmonious relationship between MCL and the peripheral communities.

MCL has formulated the present ‘CSR Policy containing a set of internal approaches/guidelines/principles to be followed while discharging CSR at different levels and as law-abiding corporate entity MCL will also adhere to all such statutes related to CSR in right earnest as and when applicable.

In the aforesaid backdrop, CSR policy of MCL has been framed after incorporating the features of the Companies Act, 2013 including amendments to it and notifications issued by Ministry of Corporate Affairs (MCA) and Department of Public Enterprises (DPE), Govt. of India from time to time.

### **OBJECTIVE**

The main objective of CSR policy is to lay down guidelines for MCL to make CSR a key business process for sustainable development for the society. It aims at supplementing the role of the government in enhancing welfare measures of the society based on the immediate and long term social and environmental consequences of coal mining.

### **ALLOCATION OF FUND**

Fund for CSR shall be allocated based on whichever is higher of the following two amounts:

- a) 2% of average net profit of the company for the three immediately preceding financial years, as per Companies Act or
- b) Rs.2.00 per tonne of coal production of immediately preceding

financial year

Any unspent or excess amount from CSR budget in financial year would be accounted for as per the provisions of the extant statute. The basis for calculation of unspent or excess amount shall be the amount required to be spent as per the statutory provisions ie. 2% of average net profit of the company for three immediately preceding financial years.

## **SELECTION OF CSR PROJECTS/ACTIVITIES**

### **AREAS TO BE COVERED**

Mines of MCL and its HQ are located in four Districts of Odisha, in relatively isolated areas. Introduction of any production activity in such areas changes the traditional life style of the original inhabitants and indigenous communities and also changes the socio-economic profile of the area. Mining of coal too has profound impact on the people living in and around the areas where the mines are located. Hence, the primary beneficiaries of CSR activities shall be, Project Affected Areas (PAAs) and those staying within the radius of 25 kilometers of the coal mining projects and company HQ. MCL shall ensure that the maximum benefit of its CSR activities goes to the underprivileged sections of the society. CSR activities should be undertaken as per Schedule VII of Companies Act and as per DPE guidelines issued from time to time.

The following guidelines shall be followed in selection of areas for CSR activities:

- a) MCL shall spend 80% of the CSR fund of a year within the radius of 25 kilometers of its Project Sites/Mines/Area HQ/Company HQ and rest 20% within the state of Odisha in which MCL is operating. The above ratio of 80:20 may be dispensed with for a particular year with the approval of MCL board through board level CSR committee in case the Central Govt issues any such guidelines/administrative directions, which the company has to comply with.
- b) CIL (HQ) being the holding company shall also support for execution of CSR projects/programs where MCL is unable to execute such project due to fund crunch. In case available CSR budget of MCL is insufficient to meet the fund requirements of any govt. mandated CSR activity, MCL may refer the duly approved CSR activity/project/program to CIL (HQ) with the recommendation of seeking financial assistance after competent authority approvals at MCL level are taken. All such requests would have to be forwarded by CSR Dept. of MCL after obtaining approval of its Board/CMD. If

CIL approves the activity/project/programme, the activity shall be implemented by MCL whereas the expenditure will be accounted for by CIL (HQ) against its CSR budget. CIL would finance such project subject to approval of the competent authority at CIL and the same will be treated to be the project of MCL, whose implementation and monitoring will rest on MCL

Clause 4.1 (b) is applicable only in cases when the Company is facing fund crunch to meet expenditure on any Govt. mandated CSR activity. If any amount in addition to the allocated fund as per Clause 3 is approved by MCL Board for CSR, above

Clause will not be applicable.

**4.2 SCOPE OF PROJECTS/ACTIVITIES** MCL shall undertake select CSR activities out of the themes listed in Schedule-

VII of the Companies Act as amended from time to time. The themes in the scope of CSR policy must be interpreted liberally so as to capture the essence of the subjects enumerated in Schedule-VII of Companies Act. Any modifications in Schedule VII of Companies Act or directions from DPE or MCA shall also deemed to have been incorporated in the scope of CSR policy of MCL from the date of such changes being notified by the Government.

#### **5. INSTITUTIONAL ARRANGEMENT**

On having net worth of Rs.500 crores or more, or turnover of Rs.1000 crores or more, or a net profit of Rs. 5 crores or more during the immediately preceding financial year, MCL shall constitute a Board Level Committee on CSR consisting of three or more Directors, out of which at least one Director shall be an Independent Director. The Committee shall monitor and review the progress of CSR activities from time to time.

CSR department of MCL HQ shall act as nodal department for implementation of CSR activities in accordance with the CSR policy under the guidance of Director (Personnel).

An inter-disciplinary committee/Apex CSR committee with senior executives from CSR, Civil, Finance, Medical, Environment, L&R and P&IR shall be formed at Company Headquarter to review CSR project proposals scrutinized by the CSR department and recommend them for approval of competent authority. The Apex CSR Committee shall function under the Chairmanship of Director (Personnel).

Based on the recommendation of CSR department, CSR project proposals/programmes/activities shall be deliberated in the meeting of this

committee who in turn shall examine and submit its recommendation to competent authority for approval through Director (Personnel), as the case may be. Similar committees may also be formed at area level. The Area level CSR Committee shall function under the Chairmanship of GM of Area.

Delegation of Power (DOP) to approve CSR projects/activities at MCL shall be as under:

- a) Projects/activities to be undertaken by Area having value up to Rs. 5.00 lakhs shall be approved by concerned Area General Managers on the recommendation of Area level CSR Committee.
- b) Projects/activities to be undertaken by Areas having value more than Rs.5 lakh up to Rs. 60 lakh shall be approved by Director (Personnel) on the recommendation of Area level CSR Committee and Area General Manager followed by the recommendation of Apex CSR Committee
- c) Projects/activities of HQ up to Rs. 60 lakh shall be approved by Director (Personnel) on the recommendation of Apex CSR Committee.
- d) Projects/activities to be undertaken by Areas having value more than Rs. 60 lakh up to Rs. 1 crore shall be approved by CMD on the recommendation of concerned Area CSR Committee and Area General Manager followed by the recommendation of Apex CSR Committee and Director (Personnel).
- e) All projects/activities of HQ having value more than Rs.60 lakh up to Rs. 1 crore shall be approved by CMD on the recommendation of Apex CSR Committee and Director (Personnel).
- f) Projects/activities to be undertaken by Areas having value more than Rs. 1 crore shall be approved by MCL Board on the recommendation of concerned Area CSR Committee and Area General Manager followed by the recommendation of Apex CSR Committee, Director (Personnel), CMD and CSRSD Sub-committee of Board.
- g) All projects/activities of HQ having value more than Rs. 1 crore shall be approved by MCL Board on the recommendation of Apex CSR Committee followed by recommendation of Director (Personnel), CMD and CSRSD Sub-committee of Board.

CMD, MCL is empowered to approve modalities/Standard Operating Procedures

for Implementation of CSR works as per CSR policy. For ongoing projects, any deviation with respect to modalities of implementation, scheduling, funding etc. within the approved project value shall be approved by Area GM and Director (Personnel) for the projects approved within their respective DoP and by CMD, MCL for other projects.

### **IMPLEMENTATION**

The following guidelines/modalities shall be followed while executing/undertaking CSR activities:

1. Around the beginning of every financial year, CSR department will design an Annual Action Plan. Extant statute as regard to Annual Action Plan shall be abided,
2. Activities under CSR except those relating to contribution to funds specified in Schedule VII shall be in project mode and for every project, time framed periodic milestones should be finalized at the outset.
3. As far as possible, the project should be completed within 2 years from the start and in no case, projects with duration exceeding three years from the start date shall be undertaken. The date of starting of work or release of first instalment, whichever is earlier, shall be considered as project starting date and that year shall be considered as project start year. MCL shall monitor the implementation of ongoing projects with reference to the approved timelines and year-wise allocation and shall make modifications, if any, for smooth implementation of the project within the overall permissible time period. CSR department of MCL shall put up a progress report of all ongoing projects for review/information of Board through CSRSD Sub-committee of Board, preferably once in a quarter.
4. Activities identified under CSR shall be implemented either departmentally or through implementing agencies as per extant statute.
5. Implementing agencies having only local presence shall be considered only for small value projects of upto Rs.5.00 lakhs.
6. Need and justification of all CSR projects/activities shall have to be ascertained. Need assessment shall be carried out either

departmentally using in house expertise or through external reputed agencies including implementing agencies. Need assessment may be based on already conducted web surveys, indices, research papers & reports, census reports, demographic & development study reports, DPE surveys, various Ministry/Govt. Reports & publications etc. Wherever required methods such as household surveys, stakeholder interviews, participatory research exercises, baseline surveys etc. may also be used.

7. The suggestions given by the elected representatives/bodies shall be duly considered while finalizing the CSR activities.
8. Memorandum of Understanding (MoU) shall be signed with all implementing agencies for projects having value more than Rs.5.00lakhs.
9. Extant statute as regard to Impact Assessment of CSR Projects is to be abided.
10. Company may appoint consultants/reputed institutes/paid interns from reputed Institutes following due process, for evaluation of proposals reckonable as CSR proposals, need assessment or impact assessment of CSR projects.
11. Extant statute as regard to Creation and acquisition of Capital assets are to be Abided.
12. Extant statute as regard to Surplus arising out of CSR activities are to be abided.

### **DATAMANAGEMENT**

All the data related to CSR shall be maintained on real time basis with inbuilt mechanism for periodic report generation, having details of expenditure, project closure, beneficiaries with category wise (SC, ST, OBC, PWD), gender wise and age group (Children, Senior Citizens, Others) wise breakup etc. to the extent feasible. Head of CSR departments shall ensure the implementation of the information system including maintenance of data and indicators in a common format adopted across CIL.

### **8. MONITORING AND REPORTING**

The following guidelines shall be followed for monitoring CSR activities:

1. Company Board shall satisfy itself that CSR funds disbursed have been utilized for the purposes and in the manner as approved and the Director(Finance) shall certify to that effect.



2. Utilization Certificate with statement of expenditure duly certified by a Practicing Chartered Accountant/Authorized Auditor shall have to be submitted by the implementing agencies for the CSR fund provided to them as a one-time funding or in instaliments. Public authorities may submit Utilization Certificates as per General Financial Rules (GFR) of Govt. of India/State Govt/District level Class-I officer/Divisional head of implementing agency.
3. Any CSR proposal valuing Rs. 50,00,000/- or more will be audited by an Audit firm (to be selected from the empanelled list of Internal Auditors selected by the Audit Committee/MCL Board) as per the fees determined by CIL/MCL and the manpower requirement for audit of each CSR Activity will be decided by the D(F), MCL and approved by CMD, MCL. The expenditure incurred on such audit of CSR Activities may be included in the administrative expenditure.
4. Company Board shall ensure that the administrative overheads shall not exceed five percent of total CSR expenditure of the company of that year.
5. Meticulous documentation relating to CSR activities and expenditure shall be prepared and put on the website.
6. Company shall take CSR mileage by leveraging print, electronic and digital Media.
7. The composition of CSR committee of Board, CSR policy and projects approved shall be displayed by the company on its websites for public access.

### **DUE DILIGENCE**

Company shall comply with all statutory provisions on CSR and the amendments thereto, as promulgated from time to time. Company shall also comply with all rules, regulations, guidelines, orders, directives or any such communication issued by the Central Govt. from time to time. In case of any statute coming into effect where there is already a policy provision, the said statute, from its effective date will substitute and prevail upon such policy provision..

### **LIMITATION AND AMENDMENT**

The CSR policy of company will be governed by provisions under Companies Act, 2013 or any other act that may be introduced, Companies (CSR) Rules,

### **HINGULA OPEN CAST PROJECT:**



### Introduction:

Hingula OCP is an operational open cast coal mine located in the state of Odisha, India. It is managed by Mahanadi Coalfields Limited (MCL), which is a subsidiary of Coal India Limited (CIL). The project aims to extract coal to meet the increasing energy demands of the country.

### Location:

Hingula OCP is situated in the Talcher coalfields of Angul district in Odisha. This region is known for its significant coal reserves and is a major contributor to the coal production in India.

### History and Development:

The Hingula OCP was developed to exploit the rich coal seams present in the Talcher coalfields. Over the years, it has undergone various phases of expansion to increase its production capacity. The project employs modern mining techniques and equipment to ensure efficient extraction of coal.

### Operations:

The mine primarily produces thermal coal, which is used for power generation in thermal power plants. The mining operations involve drilling, blasting, excavation, and transportation of coal to the surface. The extracted coal is then processed and transported to various power plants and industrial units across the country.

### Production Capacity:

Hingula OCP has a substantial production capacity, contributing significantly to the overall coal output of MCL. The production targets are periodically reviewed and adjusted based on the demand and market conditions.

### Environmental and Safety Measures:

MCL places a strong emphasis on environmental sustainability and safety in its mining operations. Hingula OCP adheres to stringent environmental regulations to minimize the impact on the surrounding ecosystem. Measures such as afforestation, dust suppression, and proper waste management are implemented to mitigate environmental degradation. Safety protocols are strictly followed to ensure the well-being of the workforce and prevent accidents.

### Community Development:

As part of its corporate social responsibility (CSR) initiatives, MCL undertakes various community development programs in the regions surrounding Hingula OCP. These include initiatives in healthcare, education, infrastructure development, and livelihood support to improve the quality of life of the local population.

#### Challenges and Future Outlook:

Hingula OCP faces challenges such as fluctuating coal prices, regulatory changes, and environmental concerns. However, with continuous technological advancements and sustainable practices, the project aims to overcome these challenges and maintain its position as a key player in the coal mining industry.

#### **HAC (House Allotment Committee):**

##### ***At Unit/Project/Sub Area Level/RH:***

It shall constitute of the following members:

- i. Colliery Manager - Chairman
- ii. Personnel / Welfare Officer - Member Secretary
- iii. Unit / Project Engineer (Civil) / Nominated Representative - Member
- iv. Unit / Project Engineer (E&M) / Nominated Representative - Member
- v. Unit / Project Accounts Officer / Nominated Representative – Member
- vi. Two representatives from each trade union covered under IR System – Member
- vii. One representative from SC/ST Association (The role of SC/ST member shall be restricted exclusively to oversee the interest of SC/ST employees as regards to roster points for allotment of Quarters)

At Headquarter level, the recommendations of the House Allotment Committee will be submitted to the Director (Personnel). At Area and Project / Sub Area level, recommendations will be submitted to the CGM / GM of Area and Project Officer / Sub Area Manager for approval respectively. At NSCH/CH/RH, the recommendations of the House Allotment Committee will be submitted to respective CMS(I/C) of NSCH/CH/RH respectively.

**Chapter –III**  
**Theoretical & PRACTICAL framework**

## **INTRODUCTION:**

This chapter contains the theoretical framework of Industrial Relations/ Employee Relations and the present scenario of Industrial Relations in MCL.

## **THEORITICAL FRAMEWORK OF INDUSTRIAL RELATIONS(IR):**

Industrial Relations means the relationship between employees and management in the day-today working of industry. In the wider sense, Industrial Relations are a “set of functional interdependence involving historical, economic, social, psychological, demographic, technological, political and variable”.

## **DEFINITION:**

According to DALE YODER, Industrial Relations are “whole field and employers parties develop skills of adjusting to and cooperation with each other. The main purpose is maintaining harmonious relationship between employers and employees by solving their problems through grievance procedure and collective bargaining”. Trade unions are other important institution in the Industrial Relations. Trade union influence and shape the Industrial Relations through collective bargaining.

## **CHARACTERISTICS OF INDUSTRIAL RELATIONS:**

1. Industrial Relations are outcome of employment relationship in an Industrial Enterprise.
2. Industrial Relations develop the skills and methods of adjusting to and cooperating with each other.
3. Industrial Relations system creates complex rules and regulations to maintain harmonious relations.
4. The important factors of Industrial Relations are: Employees and their organizations, Employers and their associations, and Government.

## **FACTORS OF INDUSTRIAL RELATIONS:**

### **1. POLITICAL FACTORS:**

It includes political system in the country, political parties and their ideologies their growth mode of achievement of their policy, involvement in trade unions etc.

## **2. ECONOMIC FACTORS:**

These factors include economic organizations like capitalist, mixed etc. and the structure of labour force, demand for and supply of labour force etc.

## **3. SOCIAL AND CULTURAL FACTORS:**

It includes population, religion, customs and traditions of people race ethnic group, culture of various groups of labour etc.

## **PRESENT IR SCENARION IN MCL:**

### **Introduction:**

Mahanadi Coalfields Limited (MCL), a subsidiary of Coal India Limited, is one of India's major coal producing companies. Industrial relations at MCL play a crucial role in ensuring smooth operations and continuous production. The company focuses on maintaining harmonious relationships between management and workers, which is essential for reducing industrial disputes and fostering a positive work environment.

### **Key Elements of Industrial Relations at MCL:**

- **Employee Engagement and Welfare:**

MCL prioritizes deep and personal relationships with its workforce. This approach helps in managing industrial relations effectively by addressing employee concerns proactively. By viewing employees as the primary “customers” rather than solely focusing on union interactions, MCL aims to foster a collaborative and supportive workplace

- **Labour Reforms and Legal Framework:**

The broader context of industrial relations in India has seen significant changes with the introduction of new labour codes. These reforms, which aim to simplify and rationalize existing laws, are designed to reduce friction between employers and workers and enhance industrial harmony. The Industrial Relations Code Bill,

2020, is a pivotal part of these reforms, aiming to streamline dispute resolution and promote peaceful industrial relation

#### Training and Skill Development:

MCL engages in continuous hiring and training programs to ensure its workforce is well-equipped to handle their responsibilities. This includes hiring services on a contractual basis and providing necessary training to improve efficiency and worker satisfaction. These initiatives help in maintaining a skilled and motivated workforce, which is crucial for smooth industrial relations

- Dispute Resolution Mechanisms:

MCL employs structured grievance procedures and engages in regular dialogue with workers' unions to preemptively address and resolve potential disputes. This proactive approach helps in maintaining industrial peace and minimizing disruptions to production

- Government and Regulatory Role:

Compliance with labour laws and the involvement of government bodies play a significant role in shaping the industrial relations landscape at MCL. Government interventions and regulatory frameworks help ensure fair practices and provide mechanisms for resolving any unresolved issues through mediation and arbitration

#### Levels of Employee Relationship in MCL:

At Mahanadi Coalfields Limited (MCL), employee relationships are managed at multiple levels to ensure effective communication, engagement, and conflict resolution. These levels include the **unit level, area level, and apex level.**

### 1. Unit Level:

At the unit level, employee relationships are managed within individual mines or departments. This level is crucial for addressing day-to-day operational issues and immediate employee concerns.

### 2. Area Level:

The area level encompasses a group of units within a specific geographical region. This level helps in coordinating efforts and standardizing practices across multiple units.

### 3. Apex Level:

The apex level involves the highest level of management within MCL, including the corporate office and top executives. This level focuses on strategic decisions, policy formulation, and overall governance.

- ✓ Managing employee relationships at multiple levels—unit, area, and apex—allows MCL to address both immediate operational concerns and broader strategic issues. This multi-tiered approach ensures effective communication, engagement, and conflict resolution, contributing to a harmonious and productive work environment.

## **Trade unions:**

### **Definition:**

According to Section 2(h) of the Trade Unions Act, 1926:

“A trade union means any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and employers or between workmen and workmen or between employers and employers, or for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions.”

### **Objectives:**

1. Regulating Relations: Trade unions aim to regulate relations between:

- Workmen and employers
- Workmen and workmen
- Employers and employers

2. Imposing Restrictive Conditions: They may seek to impose restrictive conditions on the conduct of any trade or business to protect the interests of their members.
3. Collective Bargaining: Facilitating collective bargaining to negotiate wages, benefits, and working conditions on behalf of their members.
4. Protecting Workers' Rights: Ensuring fair treatment, safety, and welfare of workers within industries or sectors.
5. Promoting Unity and Solidarity: Fostering unity and solidarity among workers to strengthen their bargaining power and influence.
6. Legal and Social Reforms: Advocating for legal reforms and social policies that benefit workers and improve their quality of life.

These objectives collectively define the role and purpose of trade unions in India, providing a framework for collective action and representation of workers' interests.

**Trade unions at CIL:**

- BMS
- HMS
- AITUC
- CITU
- INTUC

**Trade unions at MCL:**

- INTUC
- BMS
- HMS
- AITUC

**Trade unions at Hingula OCP:**

Sl. No.	Trade Union	No of Members	Secretaries/General Secretaries
1.	INTUC	507	Mr S C Pradhan
2.	BMS	389	Mr Ranjan Behera
3.	HMS	270	Mr S P Behera



4.	AITUC	117	Mr Anit Chakrobarty
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### **Industrial Disputes and its impact on Industrial Relations:**

#### **Definition:**

According to the Industrial Disputes Act, 1947 (Section 2(k)):

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

#### **Types of Industrial Disputes:**

1. Individual Disputes: Disputes arising between an individual workman and the employer regarding personal grievances such as wages, leave, promotions, etc.
2. Collective Disputes: Disputes involving a group of workmen or a union representing them against the employer regarding issues like wages, working conditions, layoffs, etc.
3. Strikes: A form of industrial action where workers collectively refuse to work to press for their demands.
4. Lockouts: When employers prevent workers from entering the workplace as a measure of industrial action during disputes.
5. Layoffs and Retrenchments: Disputes arising due to the termination or reduction of workforce by the employer.

#### **Resolution Mechanisms:**

The Industrial Disputes Act, 1947 provides various mechanisms for resolving disputes, including:

1. Negotiation and Conciliation: Encourages parties (employers and workmen) to settle disputes through negotiation and mutual agreement. Conciliation officers appointed by the government facilitate this process.
2. Adjudication: Refers disputes to labor courts or industrial tribunals for adjudication if not resolved through negotiation or conciliation. These courts/tribunals have the authority to hear and decide disputes.
3. Arbitration: Parties can agree to resolve disputes through arbitration, where a neutral third party (arbitrator) makes a binding decision based on the arguments and evidence presented by both parties.
4. Grievance Redressal Mechanisms: Establishing internal grievance redressal

mechanisms within organizations to address individual or collective grievances before they escalate into industrial disputes.

5. **Labour Welfare Committees:** Forming committees to address and resolve disputes related to welfare measures and facilities provided to workers.

These resolution mechanisms aim to promote harmonious industrial relations, prevent disruptions in production, and protect the rights and interests of both employers and employees in the context of industrial disputes.

At Mahanadi Coalfields Limited (MCL), the resolution machinery for industrial disputes involves several levels of meetings and committees. Here's an overview based on the provided details:

### 1. Industrial Relations Meetings:

*Unit Level, Area Level, and HQ Level Meetings:*

- **Unit Level:** Meetings conducted within specific units or departments to address local issues and grievances.
- **Area Level:** Meetings involving representatives from multiple units or departments within a geographical area of MCL.
- **HQ Level:** Meetings at the headquarters involving senior management and union representatives to discuss broader issues affecting the entire organization.
- 

These meetings aim to foster communication, resolve grievances, and maintain harmonious industrial relations at different organizational levels.

### 2. Joint Consultative Committees (JCC):

*Area Level and Apex Level JCC:*

- **Area Level JCC:** Committees formed at the regional or area level comprising representatives from management and trade unions to discuss and resolve disputes specific to that area.
- **Apex Level JCC:** The highest-level committee comprising senior management and union leaders from across MCL to address major issues affecting the entire company.

JCCs facilitate regular dialogue, negotiation, and consensus-building between management and workers, focusing on improving working conditions, resolving disputes, and promoting mutual understanding.

### **3. Joint Bipartite Committee for the Coal Industry (JBCCI):**

*Apex Level JBCCI:*

- **JBCCI:** This committee operates at the national level and serves as an apex body for the coal industry, including representatives from coal companies and workers' unions.
- **Functions:** It discusses and negotiates industry-wide policies, wages, benefits, and other collective issues impacting the coal sector, aiming to standardize practices and resolve disputes through consensus.

Overall, these mechanisms at MCL demonstrate a structured approach to managing industrial relations, from local unit-level discussions to national-level negotiations, ensuring effective dispute resolution and fostering cooperative industrial relations within the coal mining industry.

### **Grievance:**

In India, the concept of grievance is not explicitly defined in a single statute but is understood within the context of various labor laws and industrial relations practices. Generally, a grievance refers to any feeling of dissatisfaction or discontentment that an employee experiences about their job or working conditions.

#### **Types of Grievances:**

1. **Individual Grievances:** Concerns or complaints raised by an individual employee regarding their employment terms, conditions, or treatment at work.
2. **Collective Grievances:** Issues that affect a group of employees collectively, such as disputes over wages, working conditions, policies, etc.

#### **Reasons for Grievances:**

1. **Wage Disputes:** Issues related to salary, overtime pay, bonuses, etc.
2. **Working Conditions:** Grievances about safety hazards, inadequate facilities, long working hours, etc.
3. **Management Policies:** Dissatisfaction with policies on promotion, transfers, discipline, etc.
4. **Interpersonal Conflicts:** Disputes with colleagues or supervisors.

5. Violation of Employment Rights: Grievances related to discrimination, harassment, non-compliance with labor laws, etc.

#### Grievance Handling at MCL:

At Mahanadi Coalfields Limited (MCL), grievance handling is structured to ensure prompt resolution and maintain employee satisfaction and productivity. The process typically involves:

- Internal Grievance Redressal Mechanism: MCL has established procedures for employees to formally lodge grievances through designated channels.
- Grievance Committees: These may include committees at different levels (unit, area, and headquarters) to review and resolve grievances impartially.

Overall, MCL's approach to grievance handling aims to foster a positive work environment, address employee concerns promptly, and uphold compliance with labor laws and organizational policies.

#### Collective Bargaining:

Definition: Collective bargaining is a process where representatives of workers (usually trade unions) negotiate with employers to determine wages, working conditions, benefits, and other terms of employment.

#### Classification:

1. Distributive Bargaining: Negotiations focus on dividing a fixed amount of resources, often leading to win-lose outcomes.
2. Integrative Bargaining: Both parties work together to create value and find solutions that satisfy mutual interests.
3. Conjunctive Bargaining: Parties collaborate to address systemic issues affecting both sides, emphasizing long-term relationships.

#### Levels of Collective Bargaining at MCL:

1. Unit Level: Bargaining conducted at the individual unit or departmental level within MCL, addressing specific local issues and concerns.
2. Area Level: Involves negotiations covering broader regional concerns affecting multiple units or locations of MCL.
3. National Level: High-level negotiations involving MCL management and national trade union representatives, addressing industry-wide policies, wages, and major issues affecting the entire organization or sector.

Collective bargaining \at MCL serves to establish fair and equitable terms of employment while promoting harmonious industrial relations between workers and management.

### **SOCIAL SECURITIES:**

Social security is a human right which responds to the universal need for protection against certain life risks and social needs Effective social security systems guarantee income security and health protection, thereby contributing to the prevention and reduction of poverty and inequality and the promotion of social inclusion and human dignity They do so through the provision of benefits. In cash or in kind. Intended to ensure access to medical care and health services, as well as income security throughout the life cycle particularly in the event of illness.

Unemployment. Employment injury maternity, family responsibilities

### **EMPLOYEES' COMPENSATION ACT-**

The Employees. Compensation Act. 1923 applies to any person who is employed otherwise than in a clerical capacity in railways factories, mines, plantations, mechanically propelled vehicles, loading and unloading work on a ship, construction, maintenance and repairs of roads and bridges, electricity generation. Cinemas, catching or trading of wild elephants, circus, and other hazardous occupations and other employment specified in Schedule II to the Act. Under Section 2(3) of the Act. The State Governments are empowered to extend the scope of the Act to any class of persons whose occupations are considered hazardous after giving three months' notice in the official gazette. The Act, however does not apply to members serving in the Armed Forces of Indian Union, and employees covered under the provisions of the Employees State Insurance Act 1988 as disablement and dependents' benefit is available under this Act

*Compensation is payable in case of*

1. Death and
2. Total Disablement

Compensation amount is payable as per the relevant factor laid down in Schedule IV of the Employees' Compensation Act, 1923

*Ex-Gratia Amount-*

In case of fatal mine accident. Ex-gratia amount of Rs. 15,00,000.00 (Fifteen Lakhs rupees only) be payable to the next of kin of deceased in the Company. The amount is payable by the immediate employer This amount is applicable to both the Contractual and Departmental workers.

### **PROVIDENT FUND:**

Provident fund is a government managed retirement savings scheme for employees who can contribute a part of their pension fund every month. These monthly savings get accumulated every month, easily accessible as a lump sum amount at retirement or the end of employment.

The coal mines provident fund organization has been entrusted with the responsibility of administering the coal mines provident fund and miscellaneous provision Act. 1948 and different schemes framed there under It is an autonomous organisation governed by a Board of trustees and functions under the overall supervision of ministry of coal. Government of India

#### *Sources of fund:*

- Employee's contribution: The amount deducted from the employee's salary at a rate of 2%-15%
- Employer's contribution: Besides the usual salary payment made to the employer, an employer will pay 2%-15% of employee's salary into the fund. It is also considered a part of employment welfare.

The provident fund, registered with the Securities and Exchange Commission (SEC), is a unique legal entity which is fully separated from the employer and the investment management company Employees (provident fund members) can therefore be confident that if the employer or the investment management company becomes financially insolvent, the fund's assets will not be affected by any liabilities the employer or the investment management company may have

#### *Provident fund components:*

1. Employee's contribution
2. Employee's contribution benefit
3. Employer's contribution
4. Employer's contribution benefit

### **GRATUITY:**

Gratuity is the monetary amount is payable to the employee of an organisation under the payment of gratuity act 1972 This is mainly paid to the employee as a token of appreciation for his/her services towards the company Gratuity is a benefit which is payable under the Payment of Gratuity Act, 1972 It is a financial component offered by an employer to an employee in recognition of his or her services rendered to the organization. It is typically a portion of the salary an employee receives and there no set percentage of the gratuity amount an employee can receive.

### **MATERNITY LEAVE:**

Maternity leave granted to a female employee in the execution cadre under rule 6.8 of erstwhile CMAL Executive cadre leave rules shall be a period of 90 days from the data of its commencement in all cases te in shall be restricted to six weeks from the date of confinement as at present

### **PATERNITY LEAVE:**

As per the provision of central Civil services (Leave) Rule 551(A) 1972, the applicable rule for paternity leave include a male employee with less than two children is allowed to take paternity leave for 15 days, te 15 days before or up to 6 months from the birth of the child If such leave is not availed within the period it shall be paid leave salary equal to the pay last drawn immediately before salary before proceeding on leave

### **CSR ACTIVITY:**

Large population of India are deprived of basic amenities giving ample scope to create lasting impacts and abundance of areas to improve the society As a good corporate entity MCL is taking up different Socio-Economic Development works through its well defined CSR Policy introduced since year 2010-11 to cover maximum numbers of beneficiaries of the poorest section of society Since its inception the Company has taken up various activities. Extending financial assistance for Water Supply Schemes, construction/repair of public utility roads.

Construction of community centre, check dams etc through infrastructure development, social empowerment through Girls education. Imparting training to weaker section and vocational training to un-employed youth/PAPS. Render preventive health programme village health programme family welfare programme



and medical facility to peripheral villages through mobile medical van on regular basis.

### **Welfare:**

Employee welfare defines as “efforts to make life worth living for workmen.” These efforts have their origin either in some statute formed by the state or in some local custom or in collective agreement or in the employers’ own initiatives. It is a comprehensive term including various services, benefits and facilities offered to employees by the employer Through such generous fringe benefits the employer makes life worth living for employees.

#### **Types of welfare facilities:**

*Welfare facilities* can be largely categorized into two types:

*Intramural facilities* These are provided within the establishment such as rest centres canteen, uniforms.

*Extramural facilities* These are activities which are undertaken outside the establishment such as child welfare transport facility etc

#### **BENEFITS OF EMPLOYEE WELFARE MEASUREMENT-**

- They provide better physical and mental health to workers and thus promote a healthy work environment.
- Facilities like housing schemes, medical benefits, and education and recreation facilities for worker’s families help in raising their standards of living. This makes workers to pay more attention towards work and thus increases their productivity.
- Employers get stable labour force by providing welfare facilities Workers take activities interest in their jobs and work facilities.
- Workers take active interest in their jobs and work with aa feeling of involvement and participation.
- Employee welfare measures increase the productivity of organization and promote healthy industrial peace.

#### **Washing facilities:**

1. First provide and maintain adequate and sufficient washing facilities for all the factory workers.
2. Second, separate and properly screened facilities for men and women shall be provided separately.



3. Thirdly make all the services open to all workers.

Facilities for storing and drying clothes:

This section challenges the State Government to certain powers. It notes that the government of the state has the power to direct the factories about the position where the workers clothes are kept They can also guide them with the way workers clothes are dried. It refers to the case where workers don't wear work clothes

**Canteens:**

As on 01 01 2022. 34 numbers of canteens are available in MCL These canteens are being managed by respective managing committee This includes the food service sector that plays a significant role in relation to many people's everyday food intake.

**Medical:**

The health care to the employees and their entitled dependents in MCL is being rendered through its dispensaries, hospital and central hospitals spread over coalfields. Both the central hospitals are equipped with latest diagnostic facilities having all major specialization departments. Apart from employees on role, it also provides medical benefits to retired employees through CPRMSE scheme. The scheme is basically to provide medicare to the retired employees of MCI and it's subsidiary companies and their spouses.

**EDUCATION:**

As a part of welfare activities. Considerable emphasis has been given on Education of our employee children. Though education is a state subject MCL Provides financial assistance to different schools/ Institutions functioning in and Around our Coalfields areas. At the time of formation of the company Rs. 14 70 lacs.

Was the total grant-in-aid to PVT Managed schools: MCI is also paying 40% Recurring grant to Indira Gandhi Institute of technology. Sarang. Talcher which is an institution awarding Engineering Keonjhar for diploma in mining. In these two Institute 40% seats are reserved for the Wards of Non-Executive of MCL in Specified disciplines. The seats are allocated to employees wards strictly on Merit-basis MCL has rendered Financial Assistance to the Educational Institutions

running in and around collieries in the form of Grant-in-aid to 17 numbers of Privately Managed Schools.

In order to have better educational facilities for our children. 09

DAV Public Schools are functioning in MCL This includes a DAV Girls High School exclusively for Girl students & provision of smart classes in all DAV

Project Schools under MCL During the year 2019-20. Rs 516554 Lakhs(Revenue) was sanctioned for DAV Public Schools towards recurring Expenditure and Rs 98.06,800/- has been sanctioned to Privately Managed Schools in the year 2019-20. In addition to above 40% seats were reserved for Wage Board employee wards for admission into IGIT Sarang and OSME Keonjhar (Diploma Tech Schools.

### **HOUSING:**

Housing is a basic human need and it deserve special attention MCL has given due attention on this aspect. The percentage of housing satisfaction has considerably increased. During financial year 2019-20. Special budget of Rs.42.12.61,000/- was sanctioned towards decent housing which covers residential building, road & other allied works, non-residential building & Sanitation.

### **CIL Scholarship:**

As per the CIL Scholarship scheme employees' wards are awarded scholarship on merit basis an amount of 19 22 460/- was provided under this head during 2012- 2013 to 1508 students. During 1992-93 1.34.000- was the scholarship amount for only 458employees. CIL Scholarship scheme employee wards have been awarded scholarship on merit basis.

## **CHAPTER-IV**

# **DATA ANALYSIS AND INTERPRETATION**

## **DATA ANALYSIS AND INTERPRETATION:**

Samples of 50 respondents were selected randomly from different departments. A survey method was conducted by way of questionnaire to find out whether the employees are satisfied with the existing IR practices system and their opinions on rated areas.

The Questionnaire is based on the Likert's Rating Scale. This consists of 20 questions to evaluate the industrial relations (IR) system in Hingula OCP (MCL) ,and this questionnaire is submitted to all departmental executives in the organization and they took 25 minutes to fill the questionnaire.

After the filling of questionnaire, the analysis part of the study is started. The graphical representation is based on the response to the answers submitted by the employees and these are analyzed in the percentage form.

By knowing the percentage, we can identify the IR practices in Hingula OCP(MCL) to identify the way of thinking of employees. By this analysis, we can determine the deficiencies in the organization.

The responses were given by respondents were tabulated and a score sheet is prepared and graphically represented in the following study.

### **INSTRUCTIONS;**



**-Very satisfied**



**-Satisfied**



**-Neutral**

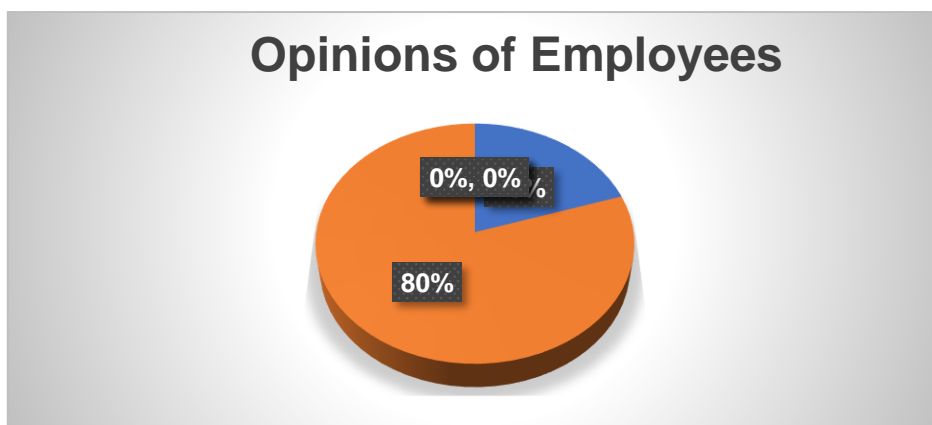


**-Dissatisfied**



**-Very Dissatisfied**

**1.The current state of industrial relations at MCL is satisfactory.**



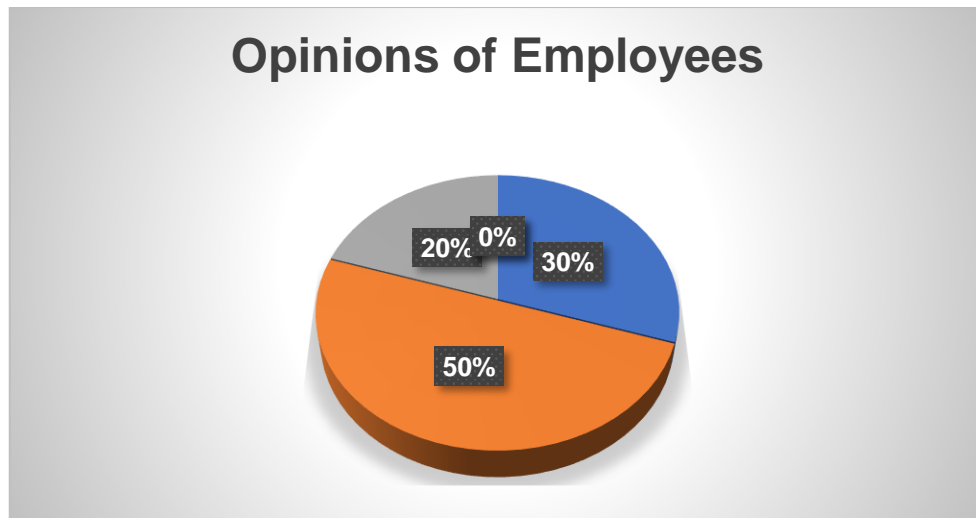
**Findings:**

The survey indicates that 100% of employees find the industrial relations at MCL to be either satisfactory (80%) or very satisfactory (20%). No respondents expressed a neutral or negative view on this aspect, suggesting overall positive perceptions.

**Interpretation:**

The survey shows that all employees are happy with industrial relations at MCL, with 80% finding them satisfactory and 20% finding them very satisfactory. This indicates that MCL's efforts in maintaining good relationships with employees are successful.

**2.The communication channels between employees and management at MCL are effective.**



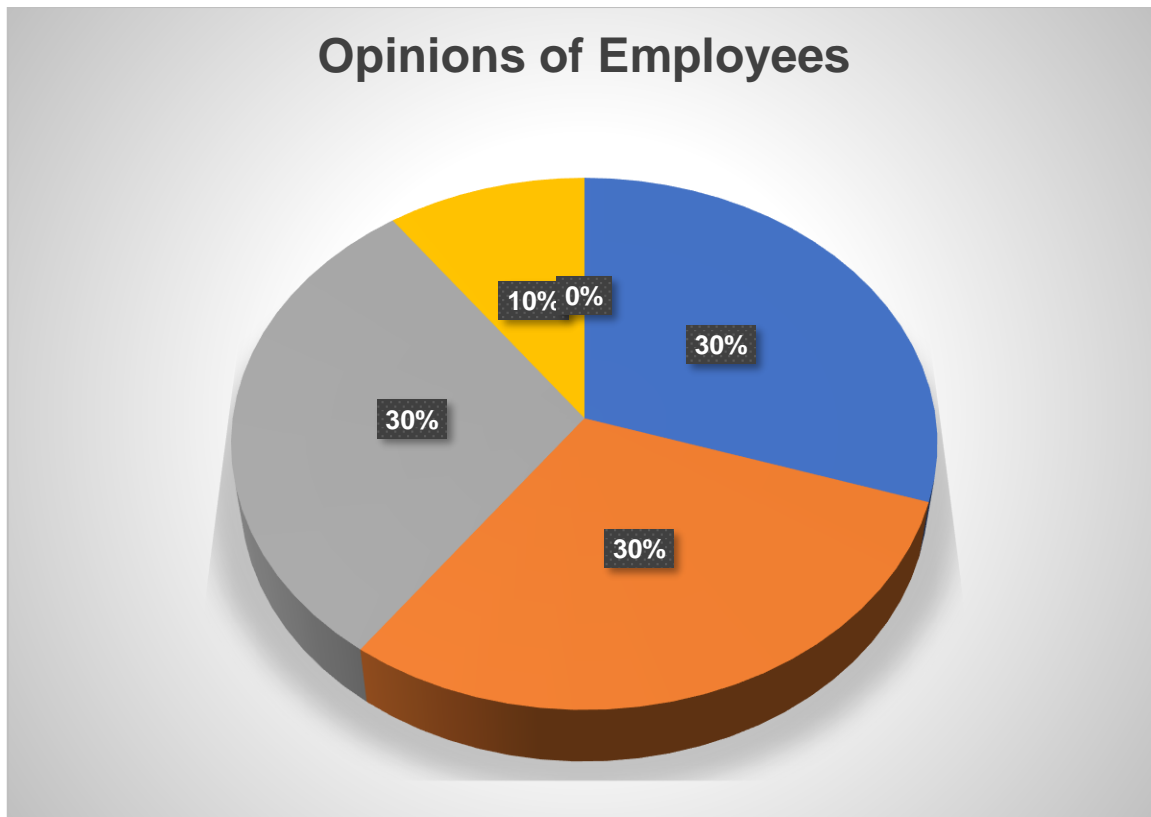
**Findings:**

80% of employees find the communication channels at MCL effective, with 30% rating them very satisfactory and 50% satisfactory. 20% are neutral, and no one is dissatisfied.

**Interpretation:**

Most employees think communication at MCL works well, though some are neutral. This indicates MCL's communication efforts are mostly successful but could be improved to fully engage everyone.

### 3. My concerns and grievances are addressed promptly by the management.



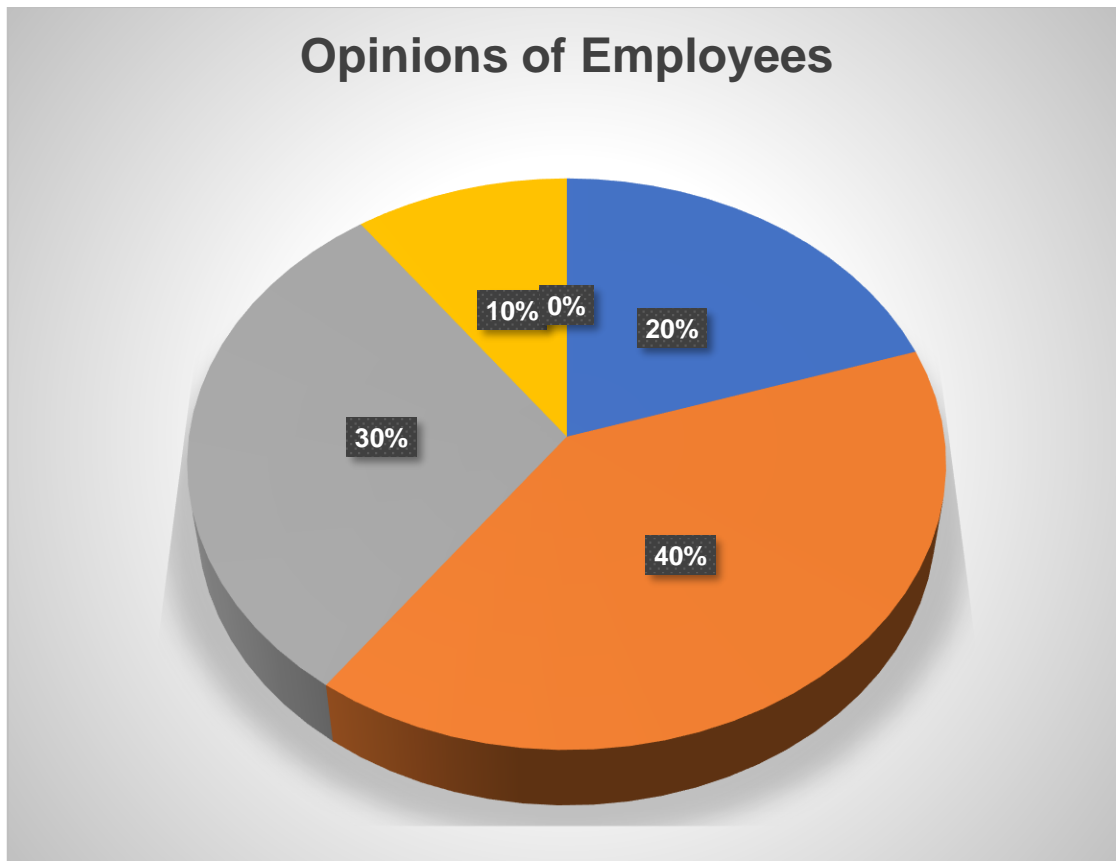
#### **Findings:**

60% of employees think their concerns are addressed promptly, with 30% very satisfied and 30% satisfied. 30% are neutral, and 10% are dissatisfied.

#### **Interpretation:**

Most employees feel their concerns are handled well, but a notable portion is neutral and 10% are dissatisfied. This suggests MCL can improve in addressing grievances to better meet everyone's needs.

**4. I am satisfied with the implementation of industrial relation policies and practices at MCL.**



**Findings:**

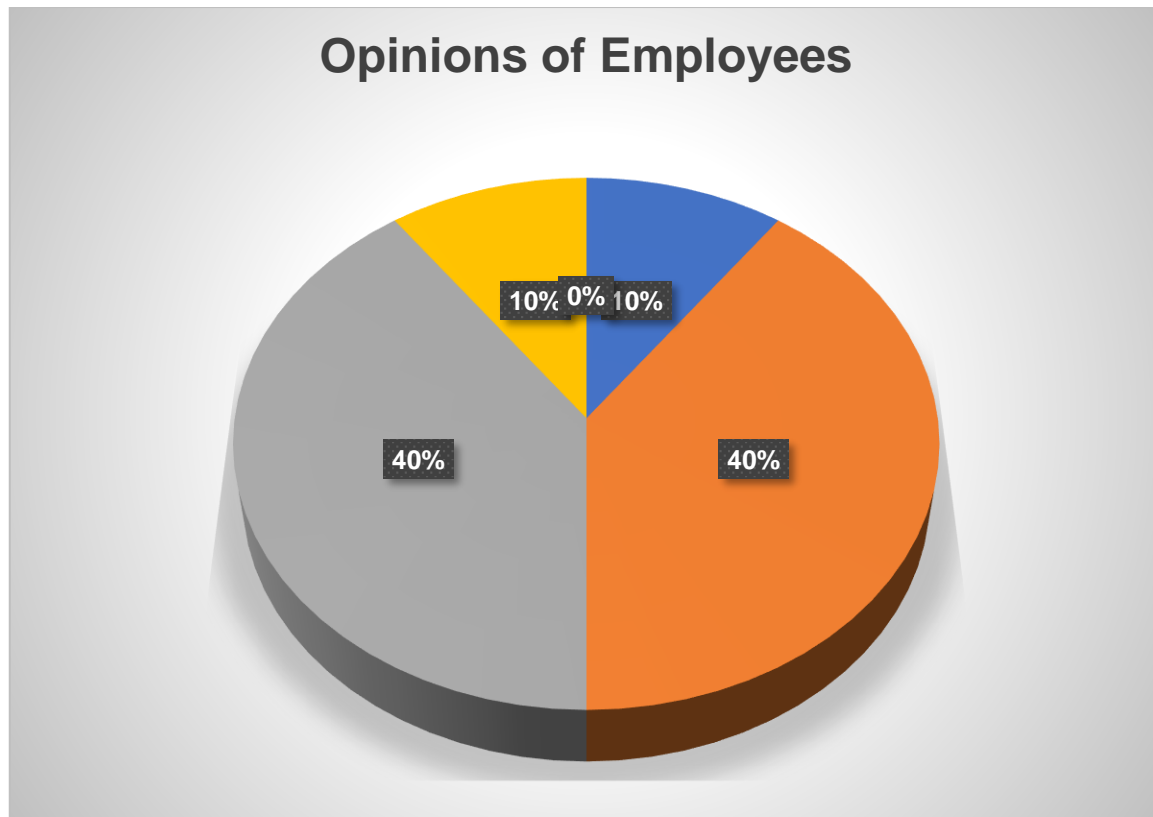
60% of employees are satisfied with industrial relation policies at MCL, with 20% very satisfied and 40% satisfied. 30% are neutral, and 10% are dissatisfied.

**Interpretation:**

Most employees are happy with MCL's industrial relation policies, but some are neutral and 10% are dissatisfied. This suggests there is room for improvement to better meet the needs of all employees.



**5. Employees are involved in decision-making processes related to industrial relations at MCL.**



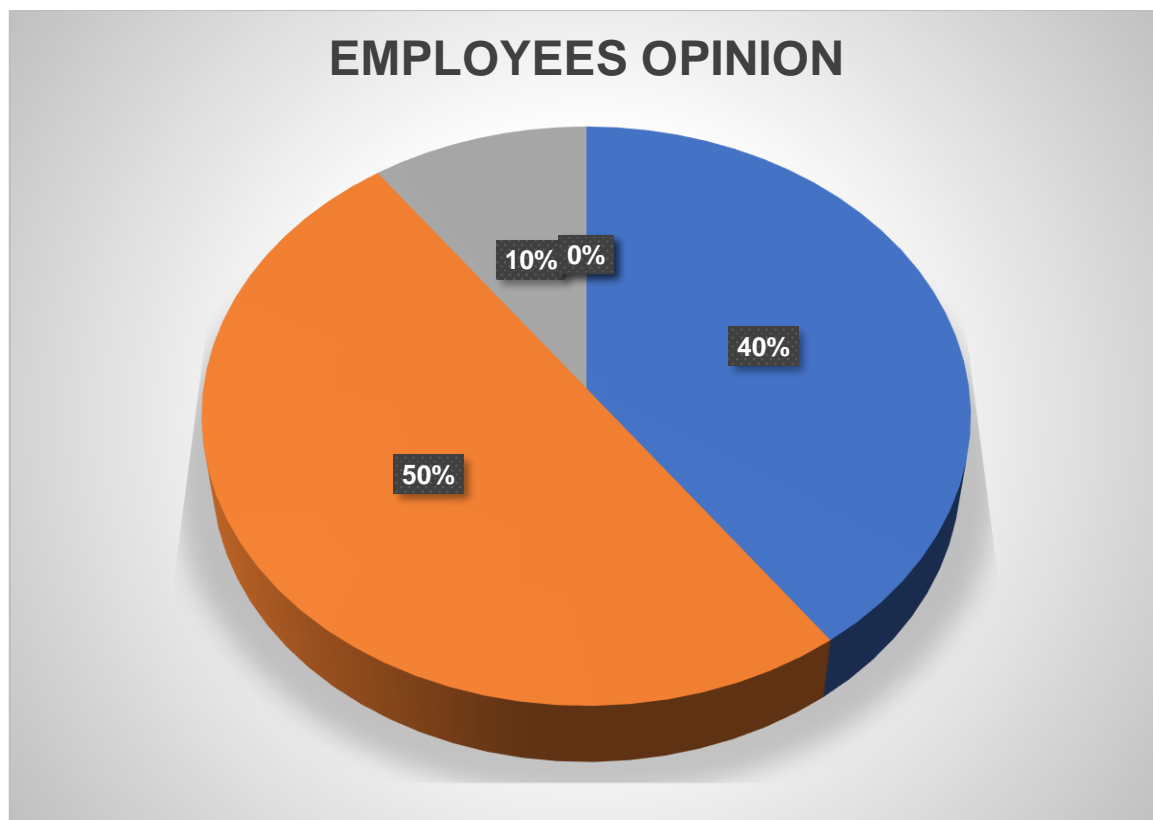
**Findings:**

50% of employees feel involved in decision-making at MCL regarding industrial relations, with 10% very satisfied and 40% satisfied. 40% are neutral, and 10% are dissatisfied.

**Interpretation:**

Half of the employees are actively involved in decision-making processes at MCL concerning industrial relations, showing moderate satisfaction. However, the 40% neutral response suggests room for improvement to increase employee engagement in these critical processes.

## **6.Trade union plays a vital role in ensuring industrial peace and harmony.**



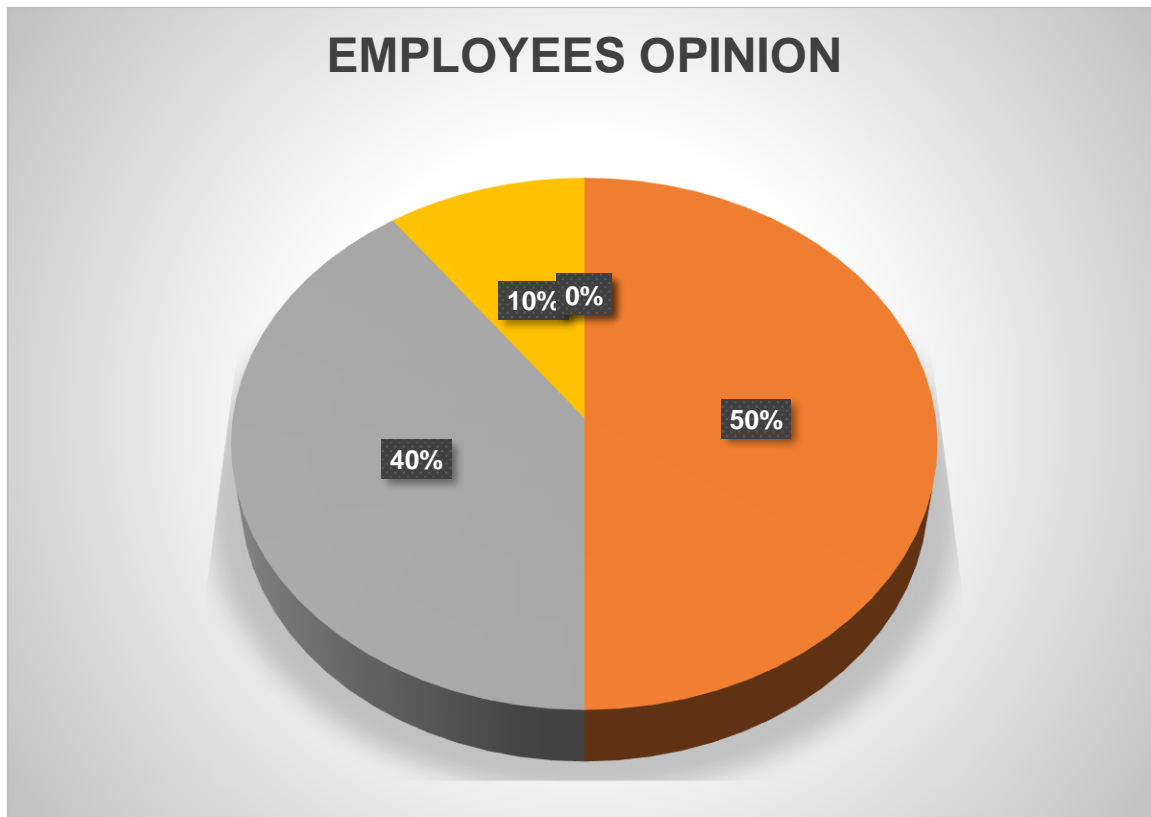
### **Findings:**

90% of employees believe trade unions play a vital role in ensuring industrial peace and harmony at MCL, with 40% very satisfied and 50% satisfied. 10% are neutral, and no one is dissatisfied.

### **Interpretation:**

Most employees value the role of trade unions in maintaining peace and harmony at MCL, showing strong support and satisfaction. This underscores the importance of trade unions in representing employee interests effectively.

## 7. Employee suggestions are valued and implemented by the management.



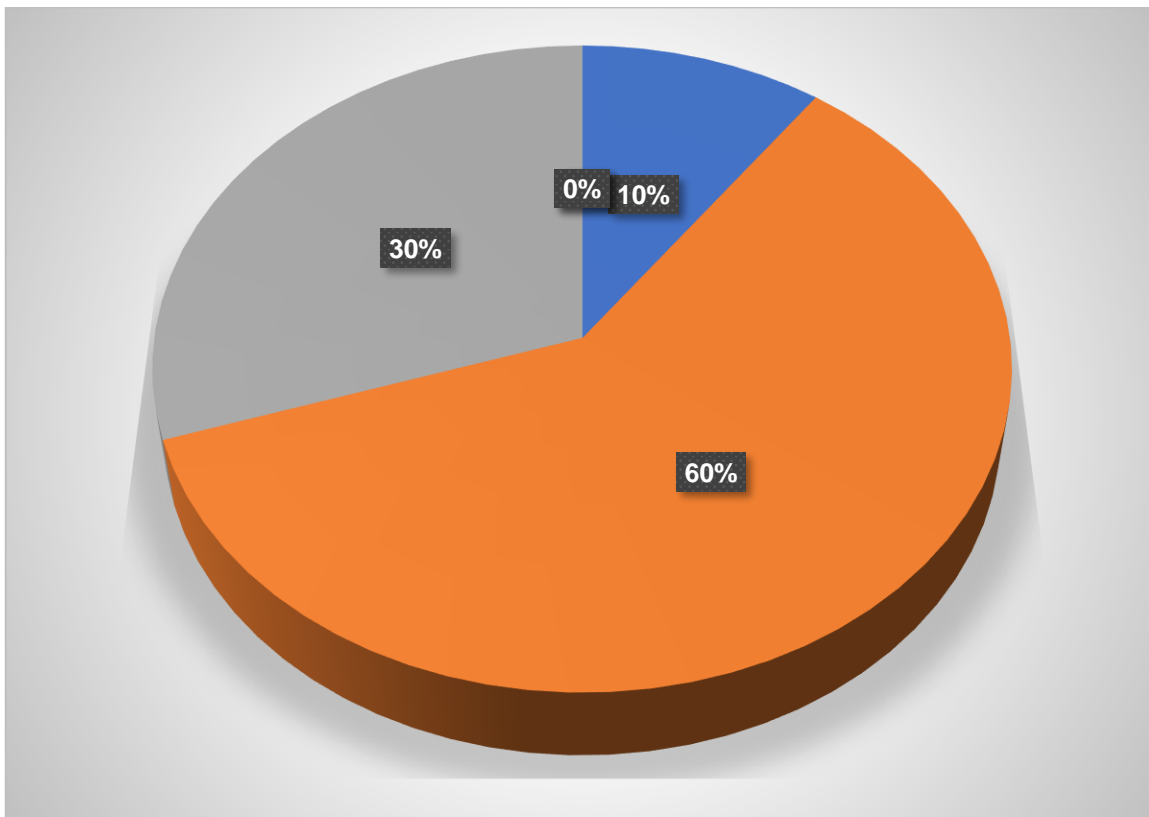
### **Findings:**

50% of employees feel their suggestions are valued and implemented by management at MCL, with 50% satisfied. 40% are neutral, and 10% are dissatisfied.

### **Interpretation:**

Half of employees believe management considers their suggestions, showing moderate satisfaction. However, the 40% neutral response suggests room for MCL to improve communication on how suggestions are valued and implemented to enhance overall satisfaction.

### 8.I have received training related to industrial relations at MCL.



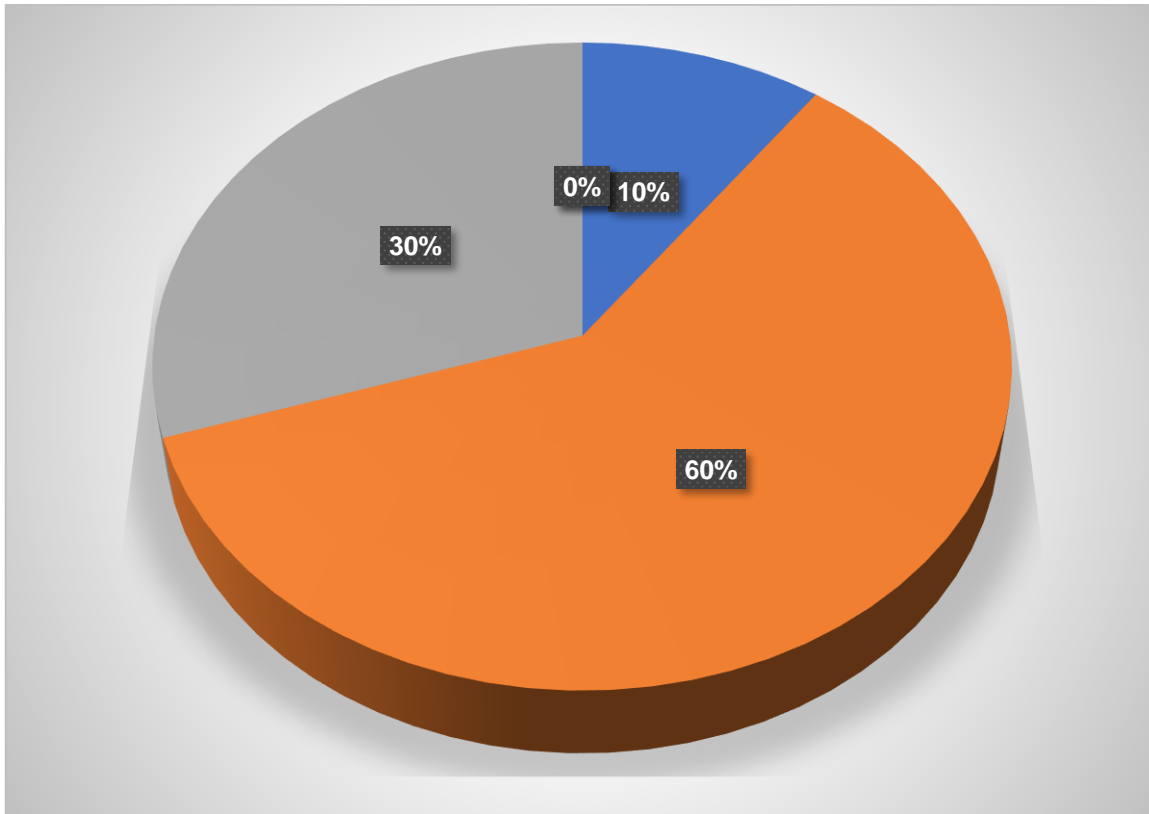
#### **Findings:**

70% of employees have received training on industrial relations at MCL, with 10% very satisfied and 60% satisfied. 30% are neutral, and no one is dissatisfied.

#### **Interpretation:**

Most employees have received training on industrial relations at MCL, showing positive engagement. However, there is room to improve training effectiveness to better meet employees' expectations.

**9.The training was effective in improving my understanding of industrial relations.**



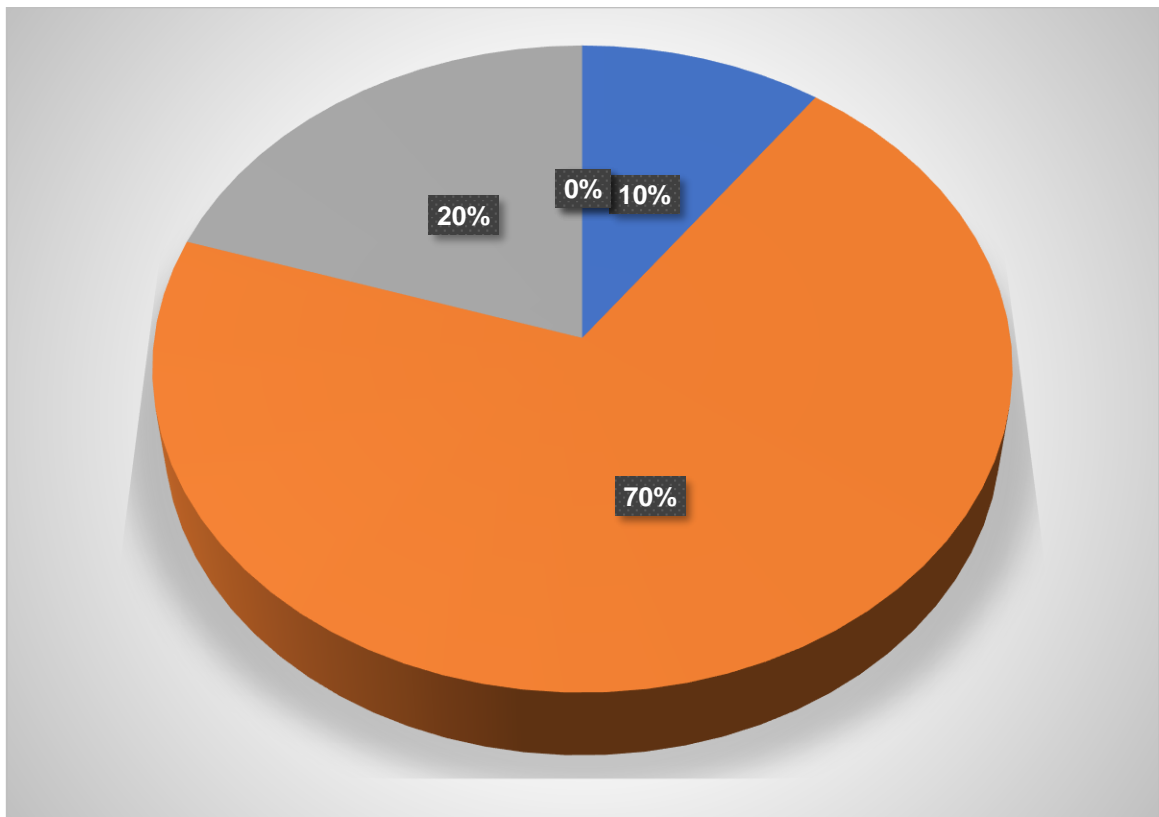
**Findings:**

70% of employees found the industrial relations training at MCL effective in improving their understanding, with 10% very satisfied and 60% satisfied. 30% were neutral, and no one was dissatisfied.

**Interpretation:**

Most employees found the industrial relations training beneficial, showing positive feedback overall. However, MCL could consider improving aspects of the training to better engage all employees.

**10.The conflict resolution strategies employed by MCL are effective.**



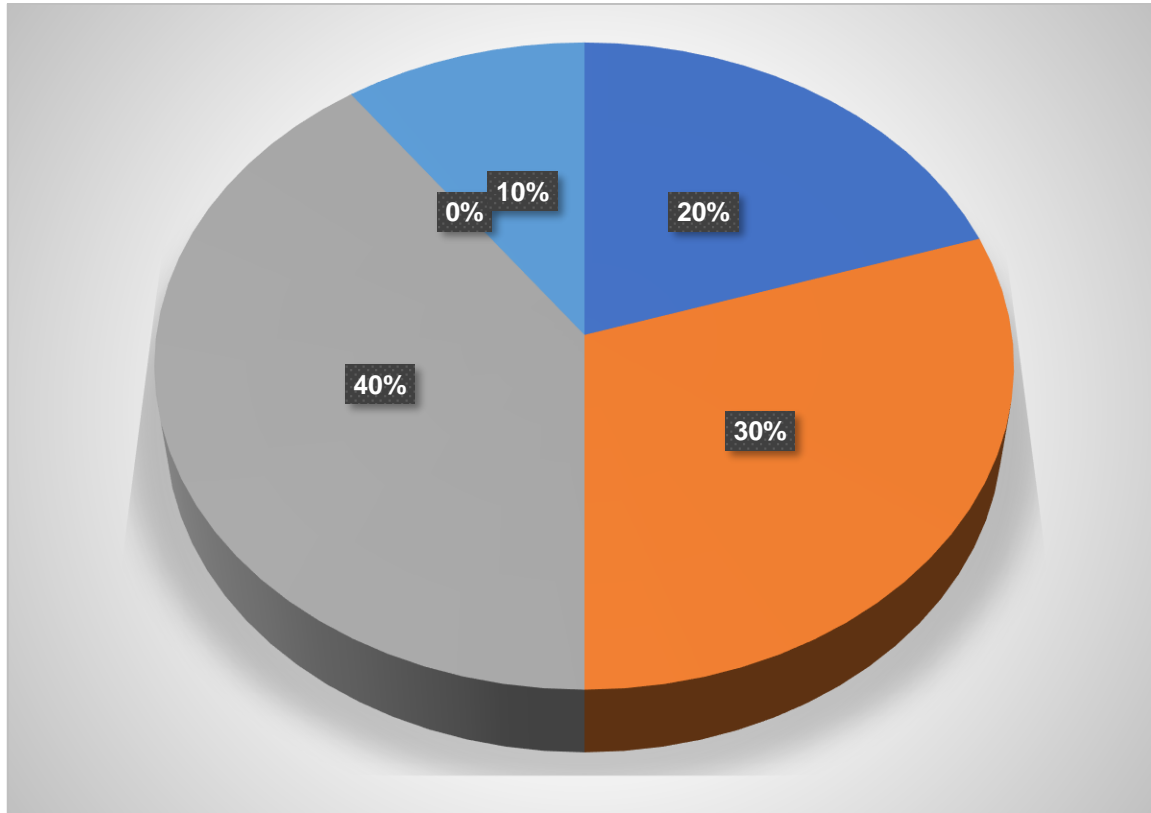
**Findings:**

80% of employees find MCL's conflict resolution strategies effective, with 10% very satisfied and 70% satisfied. 20% are neutral, and no one is dissatisfied.

**Interpretation:**

Most employees believe MCL's conflict resolution strategies work well, showing positive feedback overall. However, there's an opportunity to improve these strategies to better engage all employees.

### 11.The overall safety conditions at my workplace are satisfactory.



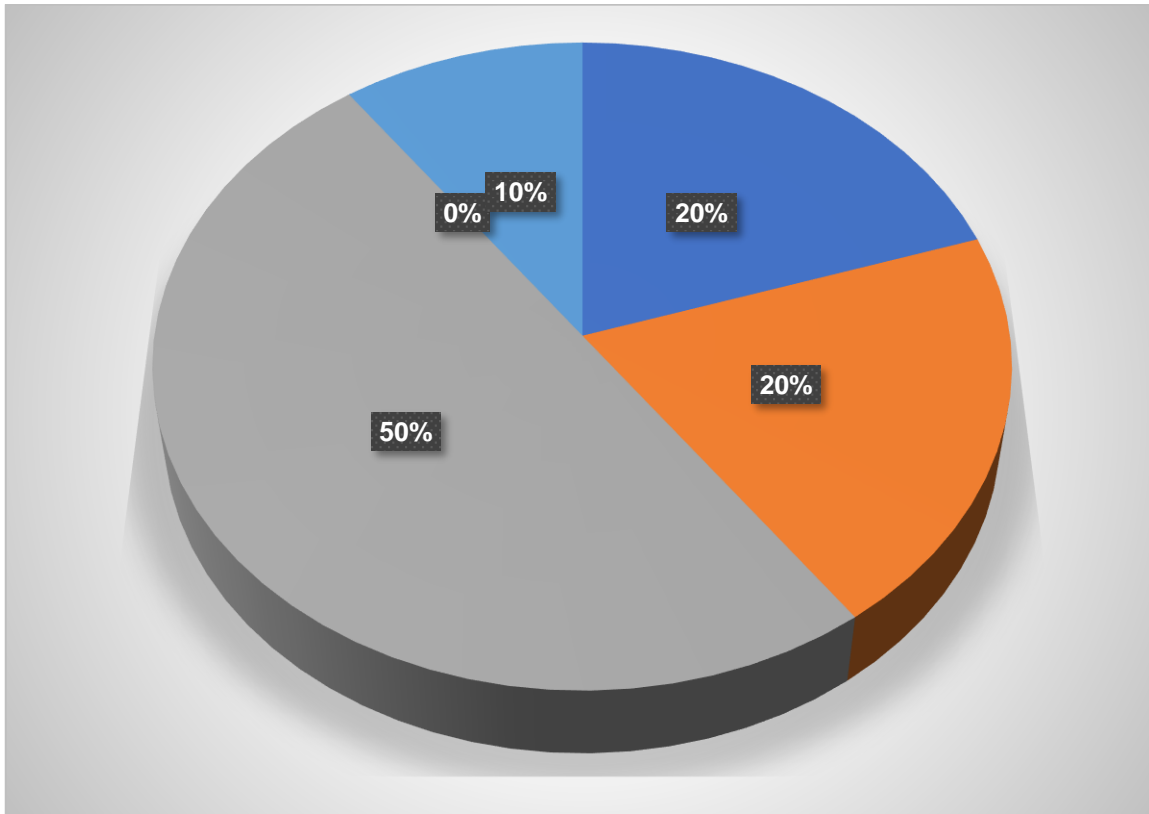
#### **Findings:**

50% of employees find the overall safety conditions at their workplace satisfactory, with 20% very satisfied and 30% satisfied. 40% are neutral, and 10% are very dissatisfied.

#### **Interpretation:**

Half of the employees are satisfied with the overall safety conditions at their workplace, indicating mixed feelings. MCL could focus on improving safety measures to address concerns and increase satisfaction among all employees.

**12.Safety protocols and procedures are communicated effectively to employees at MCL.**



**Findings:**

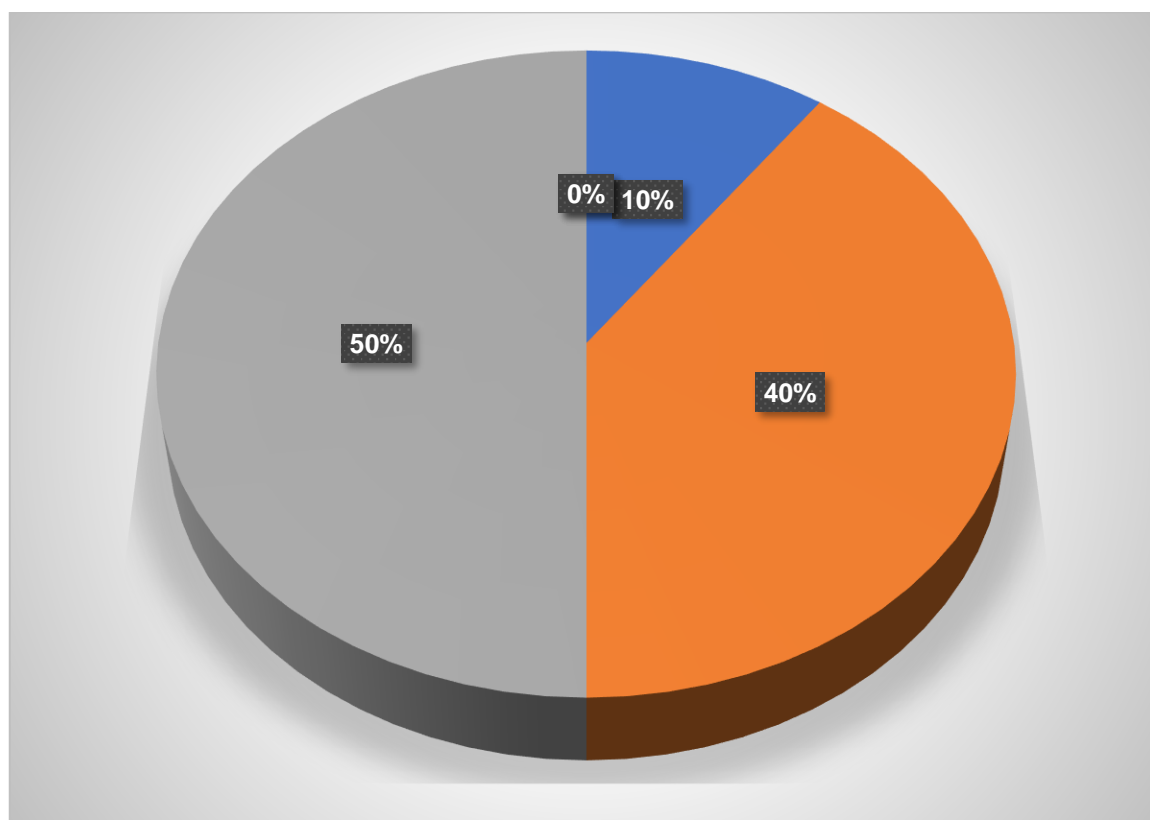
40% of employees think safety protocols and procedures are effectively communicated at MCL, with 20% very satisfied and 20% satisfied. 50% are neutral, and 10% are very dissatisfied.

**Interpretation:**

While some employees are satisfied with how safety protocols are communicated, half are neutral, suggesting room for improvement in ensuring clear and effective communication across the board.



### 13.MCL complies with all relevant safety regulations and standards.



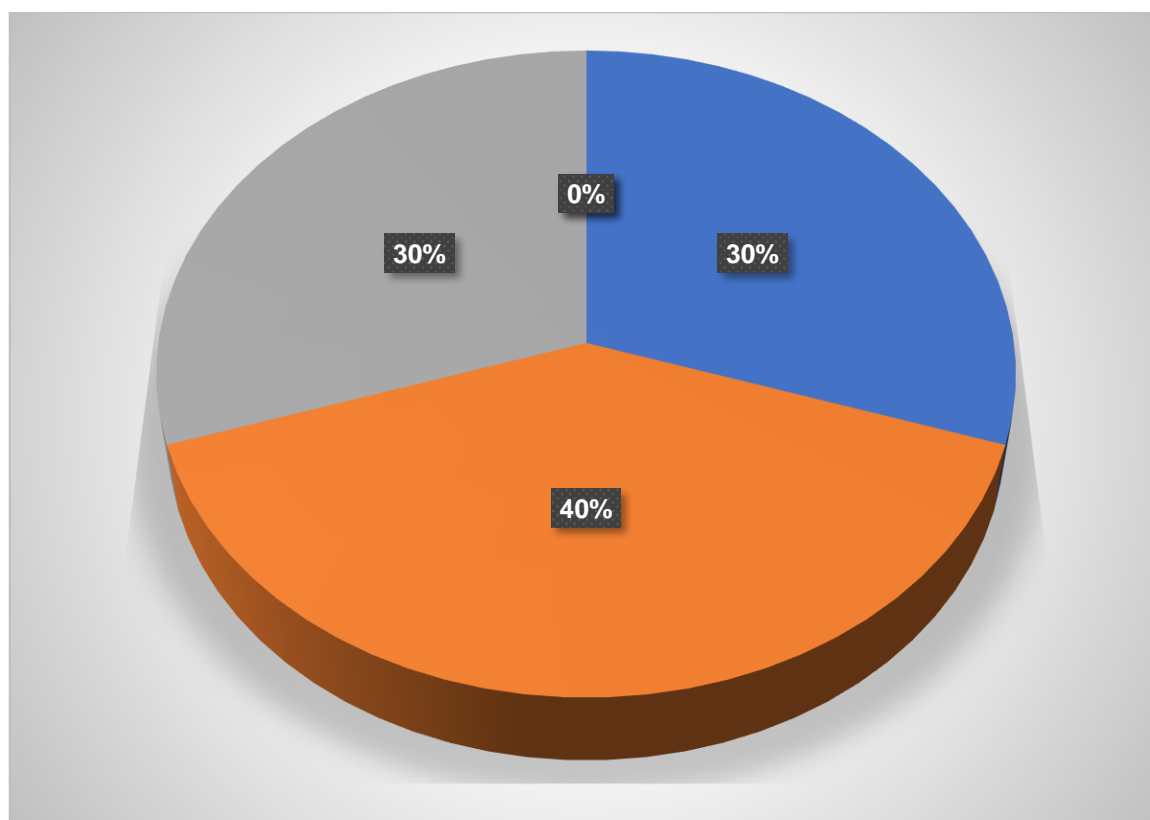
#### **Findings:**

50% of employees think MCL meets all safety regulations and standards, with 10% very satisfied and 40% satisfied. 50% are neutral, and no one is dissatisfied.

#### **Interpretation:**

Half of the employees are unsure about MCL's compliance with safety regulations, suggesting a need for clearer communication. Positive ratings indicate room for improving communication to enhance overall satisfaction.

#### **14.I am satisfied with the health benefits provided by MCL.**



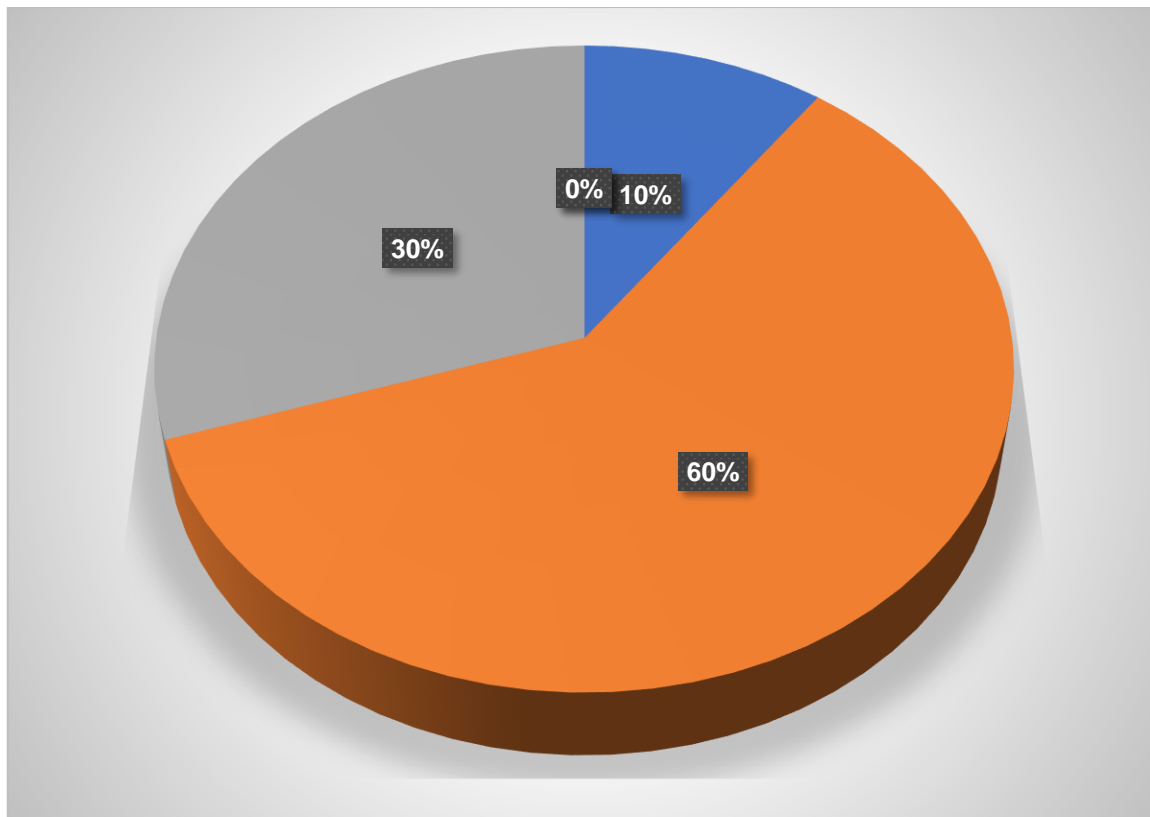
#### **Findings:**

70% of employees are satisfied with the health benefits provided by MCL, with 30% very satisfied and 40% satisfied. 30% are neutral, and no one is dissatisfied.

#### **Interpretation:**

Most employees are happy with the health benefits offered by MCL, showing positive feedback overall. However, there's room to improve communication or adjust benefits to better meet everyone's needs.

**15.MCL provides adequate support for maintaining a healthy work-life balance.**



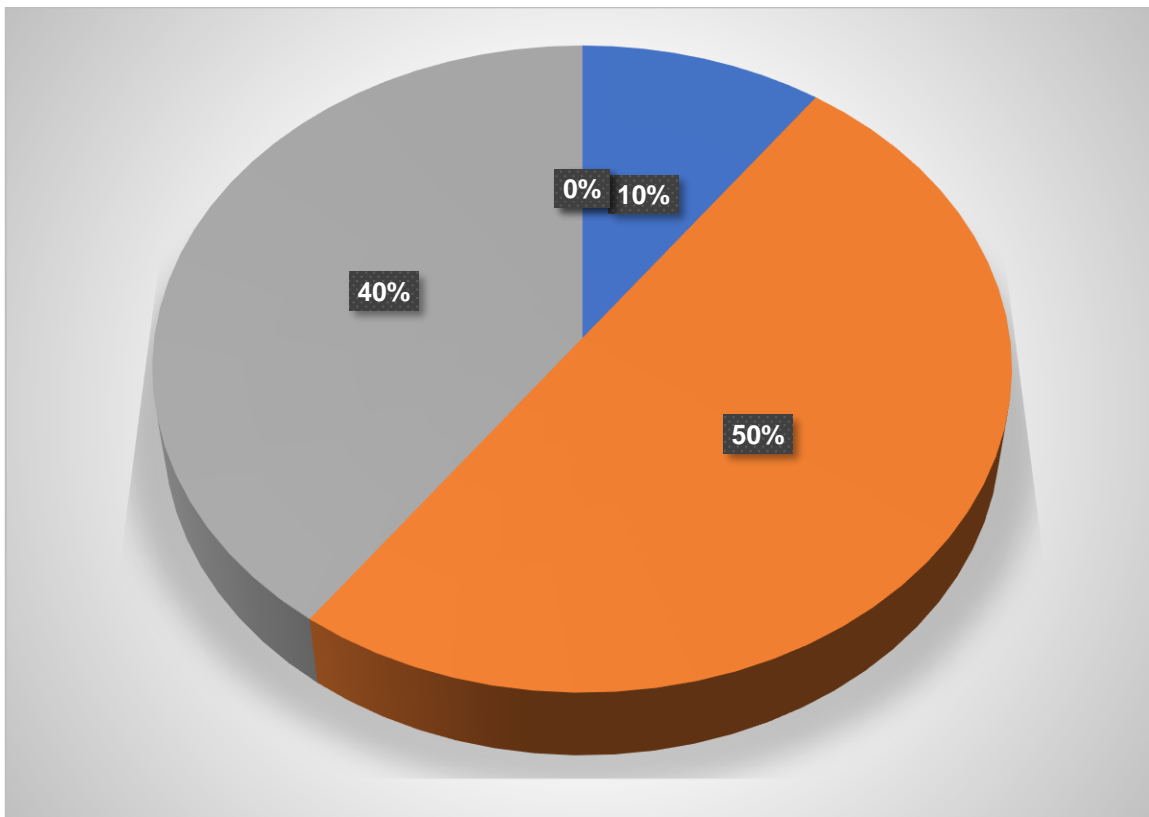
**Findings:**

90% of employees feel MCL provides adequate support for maintaining a healthy work-life balance, with 20% very satisfied and 70% satisfied. 10% are neutral, and no one is dissatisfied.

**Interpretation:**

Most employees believe MCL supports a healthy work-life balance well, showing positive feedback overall. However, there's room to ensure all employees' needs are fully addressed in this area.

16 . I am aware of the labour laws that apply to MCL.



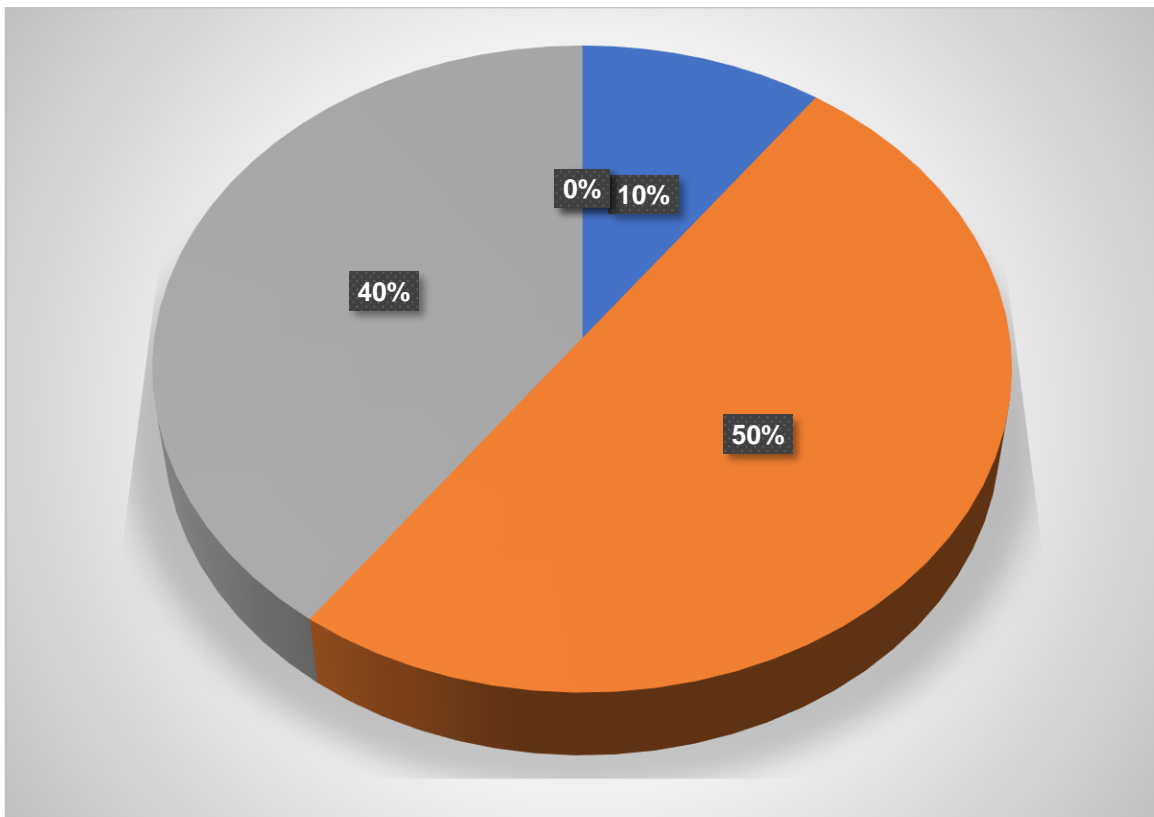
**Findings:**

60% of employees are aware of the labor laws at MCL, with 60% satisfied. 40% are neutral.

**Interpretation:**

Most employees are aware of MCL's labor laws, showing moderate satisfaction. There's an opportunity to improve communication or training for better understanding among all employees.

**17 . I am satisfied with the compliance of labour laws at MCL.**



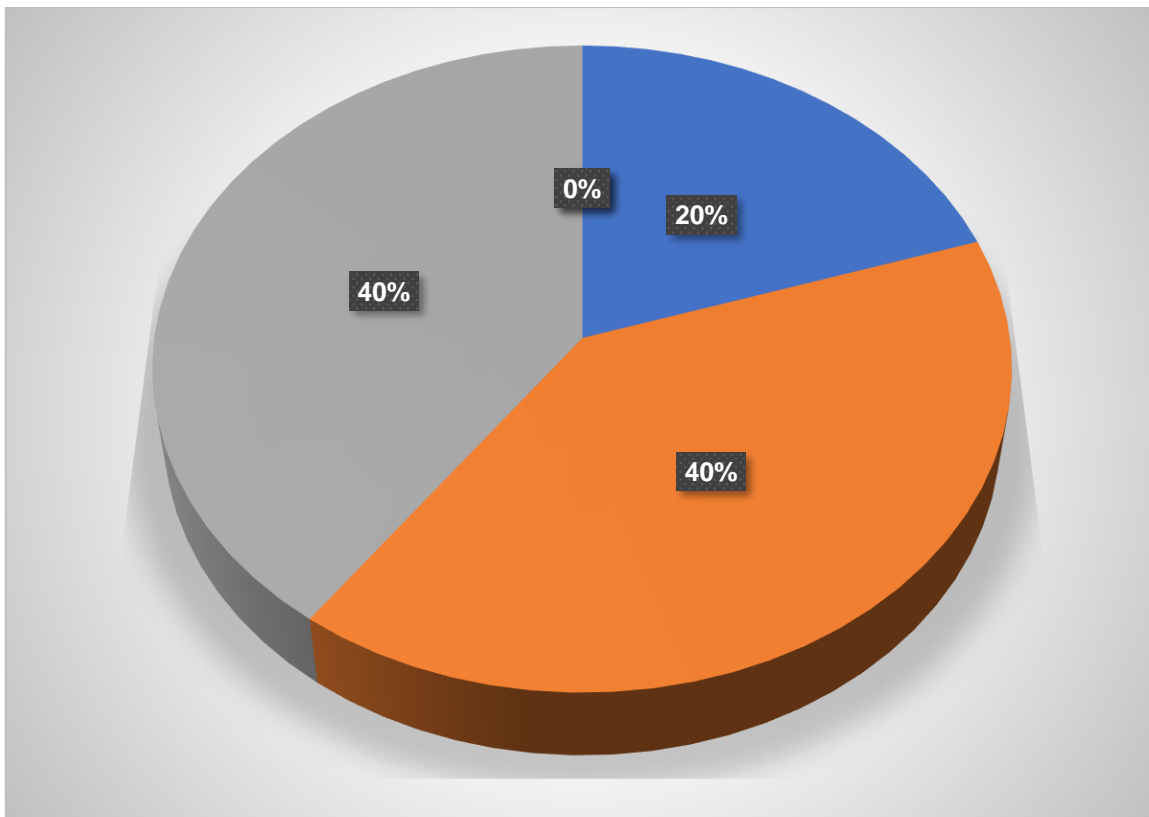
**Findings:**

60% of employees are satisfied with MCL's compliance with labor laws, with 10% very satisfied and 50% satisfied. 40% are neutral.

**Interpretation:**

Most employees are satisfied with how MCL complies with labor laws, showing positive feedback. There's room to improve communication or transparency to further enhance satisfaction.

### 18 .I am satisfied with the industrial relations practices at MCL.



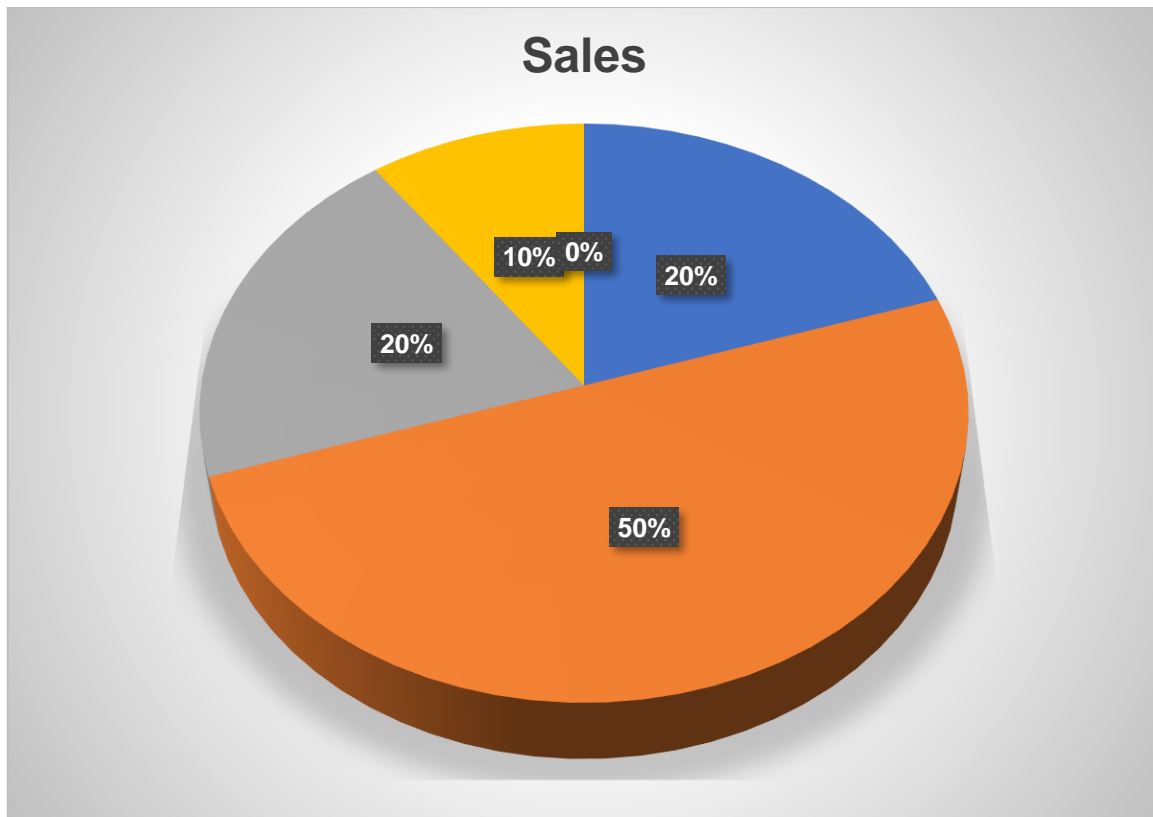
#### **Findings:**

60% of employees are satisfied with MCL's industrial relations practices, with 20% very satisfied and 40% satisfied. 40% are neutral.

#### **Interpretation:**

Most employees are happy with MCL's industrial relations practices, showing positive feedback. There's potential to improve practices to further enhance overall satisfaction.

**19.Trade Unions protest against management measures determined to the interest of the workers.**



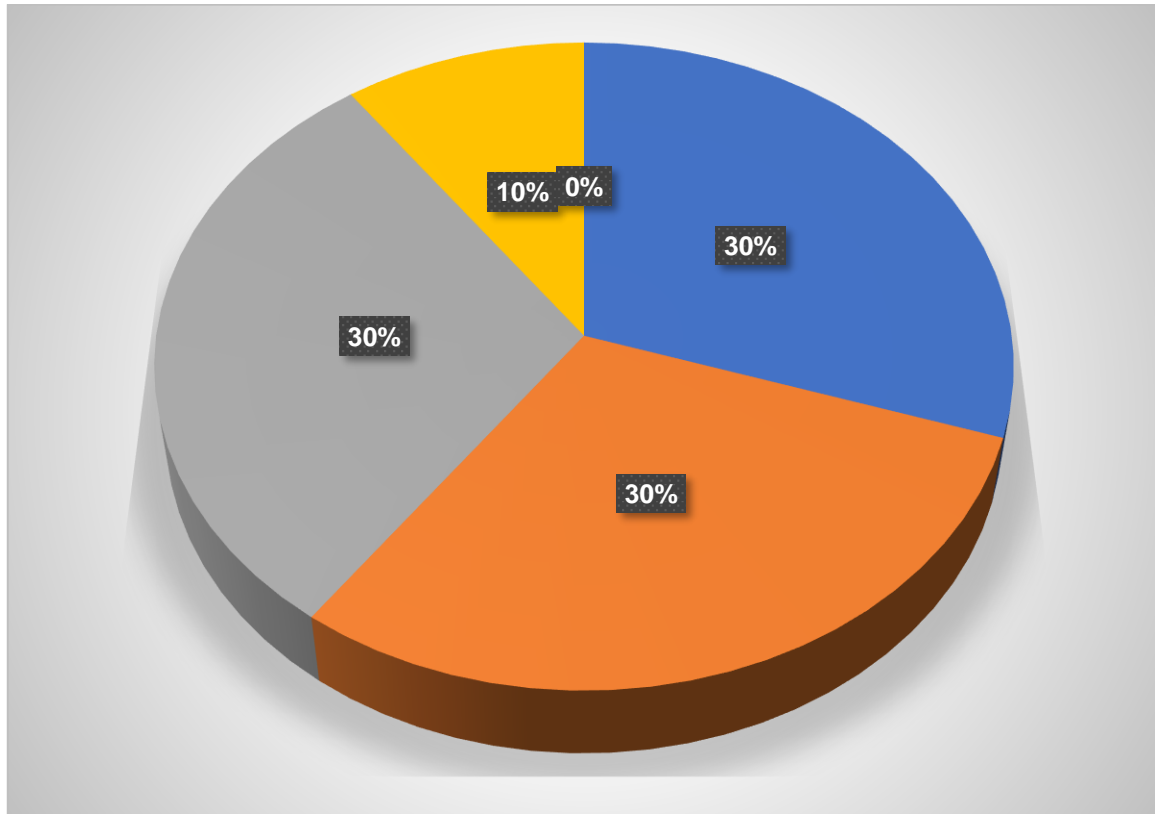
**Findings:**

70% of employees think trade unions protest management measures they believe benefit workers, with 20% very satisfied and 50% satisfied. 20% are neutral, and 10% are dissatisfied.

**Interpretation:**

Most employees believe trade unions effectively advocate for worker interests in protesting management measures, showing overall satisfaction. Improving communication could help clarify perspectives and enhance satisfaction further.

## 20.I am satisfied with the grievance settlement by the help of Trade Union.



### **Findings:**

60% of employees are satisfied with grievance settlements through the Trade Union, with 30% very satisfied and 30% satisfied. 30% are neutral, and 10% are dissatisfied.

### **Interpretation:**

Most employees are happy with how the Trade Union resolves grievances, indicating positive feedback. There's room to improve processes for clearer and more effective resolutions.



**CHAPTER-V**  
**CONCLUSION, SUGGESTION AND BIBILOGRAPHY**

## **CONCLUSION:**

Harmonious Industrial Relations is necessary for both employers and employees to safeguard the interests of the both the parties of the production. In order to maintain good relationship with the employees, the main functions of every organization should avoid any dispute with them or settle it as early as possible so as to ensure industrial peace and higher productivity. Human Resources Management is mainly concerned with the human relation in industry because the main theme of Human Resources Management is to get work done by the human power and it can prevail in its objections if good Industrial Relations are maintained. In other words good IR mean industrial peace which is necessary for better and higher production.

Therefore, addressing the issues of industrial relations through sustainable method avoiding future industrial unrest is the need of the time and the only remedy to maintain Harmonious Industrial relationship.

In MCL, although there exist few IR issues, Management is trying all out efforts to resolve the issues and also sustainment of healthy industrial relations.

## **IMPLICATIONS:**

This study focused on the IR part of the organization. It helps us to identify the key areas where, we could resolve the wide spread issued areas related to Industrial Relations. This study reveals the key areas where the focus needs to be stressed upon while dealing with the workers and their associated problems with it.

## **SUGGSTION:**

### **1. Communication Channel:**

Implementation of digital communication channel will be beneficiary in handling IR issues.

### **2. Workers' Participation in Management:**

Increase employee participation in Decision-Making will foster mutual trust between the employee and the organization.

### **3. Promote a Healthy Work-life Balance:**

By promoting Healthy Work-Life Balance will gives rise to more productive in both personal and professional life of employees.

### **4. Implementation of a Digital Management System:**

MCL should implement a centralized Digital Management System for easy access to documents.

## **BIBLIOGRAPHY:**

### **BOOKS:**

1. Human Resources Management by C B Gupta
2. Human Resources Management by B B Mahapatro
3. Labour Law (Taxmann)
4. Industrial Relations, Trade Unions and Labour Legislation by Sinha, Sinha and Sekhar
5. Dynamics of Industrial Relations by C B Mamoria

### **WEBSITES & JOURNALS & Documents:**

1. [www.google.com](http://www.google.com)
2. [www.whatishumanresources.com](http://www.whatishumanresources.com)
3. Personnel Today
4. Some Documents of MCL/CIL

## PHOTO GALLERY/FIELD VISIT:



With Mr Srikanta Dakua, Asst. Manager(P)

