



## A STUDY ON COLLECTIVE BARGAINING PROCESS IN JAMMU AND KASHMIR BANK LIMITED

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### ABSTRACT

The process of Collective Bargaining with special reference to The Jammu & Kashmir Bank, wherein it has played a pivotal role at times and made the organization grievance free, which is the reason it has progressed tremendously despite all odds of the crises within the state. Both the employees and its management are resolving their issues/grievances just immediately by the collective bargaining. The frequency of collective bargaining interpreted that 38.667 percent of the respondents are in the favour that collective bargaining takes place twice in a year whereas 10.667 percent of the respondents have shown that it happens once in two years. Besides, 54% of the respondents have registered their names with 'All India Jammu & Kashmir Bank Employees Federation' and just 7% of these respondents have registered themselves with other trade unions.

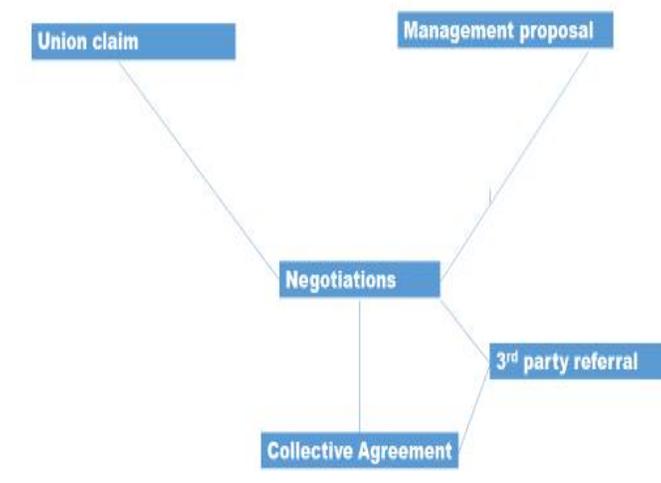
**KEYWORDS:** Collective Bargaining

### INTRODUCTION

Collective bargaining within a labour union is a process of negotiation between employers and a group of employees aimed at agreements to regulate working conditions, benefits and other aspects of worker's compensation and rights for workers to secure full time employment. The term Collective Bargaining was first used by Beatrice Webb in 1891 in Britain. It refers to the sort of collective negotiations and agreements that existed since the rise of unionism during 18<sup>th</sup> century. It is a key means through which employers and their organizations and trade unions can establish fair wages and working conditions along

with a basis for sound relations. Most people think collective bargaining as the process in which union members of the employees talk with the employers for getting benefits. However collective bargaining is the process through which conclusion is reached regarding wages of employees, working hour of employees and working conditions at the company. It develops a sense of self-respect and responsibility among the employees. It increases the strength of the workforce, thereby increasing their bargaining capacity as a group. Collective bargaining increases the morale and approaches to labour.

### PROCESS OF COLLECTIVE BARGAINING



Basically there are three approaches to labour management negotiations. These three approaches include: Unilateral, Bipartite and Tripartite. In unilateral approach, the employer alone decides the terms and conditions of employment for his workers assumes that he knows, what is best for them. In Bipartite approach the employer negotiates with his workers. This is known as collective bargaining. In collective bargaining both the employer and employee act as a group rather than individuals and it involves proposals and counter proposals, offers and counter offers. In every kind of individual concern the disputes are settled through the collective bargaining process. Collective Bargaining process presupposes the existence of a strong and independent trade union movement, for bargaining. In the Jammu and Kashmir Bank, there is an employee federation on country level, which is known as 'The All India Jammu & Kashmir Bank Employees Federation'

According to Walton Mckerise, collective bargaining process generally consists of four types of activities.

- a) Distributive Bargaining,
  - b) Integrative bargaining,
  - c) Attitudinal structuring and
  - d) Intra-organizational bargaining
- The distributive bargaining is a straight out haggling over how to split up a pie. In this bargaining activity one party's gain is the other party's loss.
  - In integrative bargaining, either the parties may gain or at least neither one loses. The third type of activity in collective bargaining is the attitudinal structuring which helps in shaping such attitudes as trust or distrust, friendliness or hostility between parties.
  - The last type of activity of collective bargaining is the intra-organizational bargaining which means manoeuvring to achieve consensus within the labour and management organization.

Collective bargaining has been playing a pivotal role in establishing and promoting healthy and cordial industrial relations between the unions and managements in majority of industries all over the world. Today collective bargaining not only covers wages, salaries, dearness allowances, bonus and other working conditions, but also the rights related to the management and the unions in negotiating and implementing such bilateral settlements. In short Collective bargaining has become part and parcel of industrial culture and life of modern organizations.

In banking industry collective bargaining helps in the promotion of peaceful and stable relations between employee and employers. Smooth industrial relations are imperative for the progress of banking industry and the economic stability of the country. Collective bargaining is quite suitable to the banking industry in India and in the Jammu and Kashmir bank, the collective bargaining has proved cordial for both the employer as well as employees. In Indian banking industry the 'white Collar' unions are well organized and possess high level of education, with skilled leadership qualities. In Jammu & Kashmir Bank such employees effectively bargain with their management through collective bargaining. So one

can say that collective bargaining has become an important part of the bank since last four decades, as by this process economic decisions and other critical decisions related to usage of resources and distribution of proceeds have come within its scope. Collective bargaining mirrors broad changes taking place in unions, in business and in society at large.

In the Jammu & Kashmir Bank, there are two types of unions/trade Unions. (i) Officers Union (ii) Workmen Union. Workmen Union depends upon the number of branches of the bank present in a particular zone. For example Kashmir Zone Bank Employees Union, Jammu zone Bank Employees Union, Delhi Zone Bank Employees Union, Bombay Zone Bank Employee Union. Collectively all these unions of the bank form Employees Federation, which is headed by the general secretary. The Jammu & Kashmir bank limited was incorporated in 1<sup>st</sup> October 1938 and commenced its business from 4<sup>th</sup> July of the year 1939 in Kashmir and was promoted by the then government of his highness Maharaja Hari Singh. The Bank was the first in the country as a state owned bank. The scheme to incorporate the bank was formulated by an eminent banker known as 'Pochkanwalla' the then managing director of the Central bank of India.

The purpose for which the bank has been promoted by the state government was to bolster the state economy with an emphasis and developing trade, commerce, industry, agriculture and tourism. Because of the challenging topography of J & K and less or negligible rail connectivity in the Kashmir valley, still then the bank played a pivotal role in uplifting the state economy. Nature's gift to the state provided tremendous opportunities in horticulture and tourism, these sectors were crucial in shaping state's economy. The Jammu & Kashmir Bank became pioneer in the finance to promote state's heritage products like carpets, embroidered shawls, Pashmina shawls, paper mashie which are world famous.

## RESEARCH METHODOLOGY

This study employed both primary as well as secondary data in order to identify the main problems of collective bargaining in Jammu & Kashmir bank. The main data compiled by the central office of JK Bank particularly from the central personnel Department. Various other agencies have been used to draw the relevant conclusions. Some necessary information has also been collected from various books, brochures, magazines, Journals on industrial relations, management references, Business newspapers, and some Bargaining literature published by various agencies and associations, but all this was used as secondary data.

Inadequacy and inconsistency in the secondary data has compelled the researcher for the collection of additional information directly from all the bank employees even at branch manager level. Accordingly a protested questionnaire was administered personally during January 2018 to March 2018 among 150 respondents selected on the basis of stratified Random sampling technique. The data thus collected has been compiled, tabulated, and analysed with the help of various statistical techniques used as primary data.

**TOOLS FOR ANALYSIS**

The primary data was collected by using questionnaire and way of direct interviews. A questionnaire was prepared for survey that was best for this study.

**RESULTS & DISCUSSION**

While this entire research and survey the respondents' sex ratio include 120 men i.e. 80% and 30 women i.e. 20%.

All the respondents were coming into the age group of 35-45 only. As this age group has maximum tendency to get their right fulfilled because of the young blood as per human psychology. During the survey, the employee's salary structure along with the bracket was asked and the respondents have shown a positive vibe.

**Table 1:** Satisfaction level on salary structures

S.No	Satisfaction level on salary structure	No of response	Percentage
1	Poorly Satisfied	-	-
2	Satisfied	76	50.667
3	Highly Satisfied	44	29.333
4	Dissatisfied	30	20.000
		<b>150</b>	<b>100</b>

The above table shows that maximum respondents i.e. 50% are satisfied with their salary structure. Nearly 30% of the respondents are highly satisfied and just 20% of

them are dissatisfied with their salary structure. The main thing which the above table reveals is that none of the respondents is poorly satisfied with their salary.

**Table 2:** Recognition of superiors for excellency

S.No	Recognition by Superiors	No. of response	Percentage
1	Yes	120	80
2	No	30	20
		150	100

Table 2 indicates that the bank has a wonderful 'rewards and recognition' programmes for their employees. And here it shows completely that 80% of the respondents are recognized for their better performance within the

organization in the prescribed tasks assigned to them and 20% of the respondents are not getting any recognition due to their poor performance.

**Table 3:** Different types of trade unions

S.No	Name of the Trade Union	No. of Response	Percentage
1	All India J&K Bank Employees Federation	80	53.333
2	Jammu Division Bank Employees Federation	30	20.000
3	Kashmir Division Bank Employees Federation	30	20.000
4	Others	10	6.667
		150	100

Table 3 shows that there are so many trade unions present in the whole Jammu & Kashmir bank Ltd, and the employees have registered with these unions just to highlight their issues or grievances. The table depicts that

54% of the respondents have registered their names with 'All India Jammu & Kashmir Bank Employees Federation' and just 7% of these respondents have registered themselves with other trade unions.

**Table 4:** Frequency of collective bargaining in J&K Bank

S.No	Frequency of Collective Bargaining	No. of response	Percentage
1	Once in a year	30	20.000
2	Twice in a year	58	38.666
3	Once in two years	16	10.667
4	Once in three years	46	30.667
		150	100

The frequency of collective bargaining in J & K Bank happens at different time intervals which the respondents

have shown and recorded while surveying to the researcher. In the above table it has been interpreted from

the table that 38.667 percent of the respondents are in the favour that the "collective bargaining" takes place twice

in a year and 10.667 percent of the respondents have shown that it happens once in two years.

**Table 5:** Areas to be dealt in collective bargaining process

S.No	Areas to be dealt	No. of response	Percentage
1	Wages	20	13.333
2	Safety and welfare	26	17.333
3	Measures	30	20.000
4	Working conditions	74	49.334
5	Policies and procedures of the company	-	-
6	Fringe benefits	-	-
	Others	150	100

Collective bargaining deal is a labour contract and is often referred to as a 'collective bargaining agreement' or CBA. Examples of some of the many topics covered in CBAs between management and employees include Employees wages, hours, benefits, time off, raises, promotions and disciplinary issues.

It is clear from the table that 49.334 percent of the respondents showed that the 'policies & procedures' of the bank remain the main area of topic in collective Bargaining, 13.333 percent showed response towards 'wages', 17.333 percent towards 'safety and welfare measures' and 20% shows that working conditions are being dealt during collective bargaining when happening in JK Bank.

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