

## **TOWARDS SOUND INDUSTRIAL RELATIONS: THE JRU MODEL**

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This study sought to determine how the implementation of collective bargaining agreement (CBA) provisions, adherence to company policies and values, and continuous dialogues between JRU employees and officials/management will result in harmonious relations towards achieving a sound industrial co-existence. The study utilized various research instruments such as survey, FGD and documentary evidence to answer specific problem statements. The mixed method of research was employed. The ability of the management and labor sectors of JRU to bilaterally resolve its labor concerns without a third party intervention and without going through a formal grievance machinery provided in the CBA, continuous dialogues mostly at the operating level between the supervisors and the employees, and the speed by which the labor issues are resolved, including collective bargaining negotiations, indicate a very harmonious relationship between the two parties. Adherence to management commitments as contained in the collective bargaining negotiations, both for economic and non-economic provisions, as well as practicing written policies on human resources strengthen employee beliefs that labor relations are harmonious between labor and management. Expressed core values and a strong close family culture as espoused by past administration, especially its founder, are also strong sources of strong relationship of both parties.