

## CHAPTER 3

### RESEARCH METHODOLOGY

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#### 3.1 INTRODUCTION

Union-management relation is the internal environment, within which an organisation's employees work. The study on union-management relations deals with the analysis of various factors which direct an individual's perception. This perception varies from organisation to organisation, and from time to time within the same organisation.

Leadership is an activity which influences people to co-operate to achieve the set objectives. Terry George (1960), expresses that the leadership is an activity influencing people to strive willingly for group objectives. Tannenbaum Robert, Irving R. Weschler and Fred Massarif (1961) define leadership as "interpersonal influence exercised in a situation and directed through the communication process, towards the attainment of specialised goal or goals.

The union-management relation is always influenced by the leadership behaviour. Developing a favourable attitude towards management by the workers will have a profound influence on productivity and vice versa.

### 3.2 OBJECTIVES OF THE STUDY

The present study is aimed at assessing the union-management relation and the union leadership behaviour in Karnataka State Road Transport Corporation (KSRTC), Sirsi Division. The following are the objectives of the study.

- 1] To study the nature of union-management relation in KSRTC, Sirsi Division.
- 2] To analyse the union-management relation as perceived by the management.
- 3] To evaluate union-management relation from the point of union members.
- 4] To study the union-management relation as perceived by the union leaders.
- 5] To study the leadership styles of trade union members.

### 3.3 STATEMENT OF THE PROBLEM

The present study attempts to understand and analyse the union-management relation perceived by the trade union members, management personnel and union leaders; and leadership behaviour of union leaders.

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The statement of the present problem under consideration is "A Study of Union-Management Relation with Special Reference to the Leadership Behaviour in Karnataka State Road Transport Corporation, Sirsi Division in Karnataka State".

### 3.4 INSTRUMENT

Since there was no standardised questionnaire available on union-management relation, an attempt was made to develop a questionnaire related to union-management relations.

1] ITEM GENERATION :- The items related to union-management were prepared by referring many research articles and published material. The researcher contacted trade union leaders and academicians to get more knowledge about the union-management relations.

Initially, 35 statements were roughly prepared. After editing and removing the statements, which convey more or less the same meaning, the total number of questions reduced to 25.

2] ITEM JUDGEMENT :- The next step in the preparation of the questionnaire was item judgement. The questionnaire was given to twenty judges consisting of mostly

academicians from department of economics, social work, sociology, commerce and management faculties. The questionnaire was also given to the two trade union leaders to judge the items. They were asked to judge as to whether the statements really convey the meaning of union-management relationship. The judges were further requested to answer the questionnaire in five-point scale, ranging from strongly agree, agree, undecided, disagree and strongly disagree.

3] VALIDATION OF THE QUESTIONNAIRE :- The strongly and agree answers were clubbed together as positive statements. Whereas, the disagree and strongly disagree answers were treated as negative statements. The undecided response however, was omitted.

Considering the criteria mentioned above, the stress was given to only positive statements. The items which have been answered positively by more than 50 percent of the judges (10 judges) were treated as statements conveying the meaning of union-management relationship. On the other hand, if 10 judges disagree with particular statements, they were treated as negative statements and such statements were omitted. Based on this criteria, the item numbers 7, 9, 10, 13, 16, 17, 18, 19, 21 and 24 were omitted. The remaining items were pooled together for the finalisation of the questionnaire. This finally contained 15 items. Lateron, the questionnaire was administered to the respondents.

4] LEADERSHIP STYLE INSTRUMENT :- Least preferred co-worker (LPC), a technique developed by Fielder, for assessing the leadership style was used for the present study. The measurement is done from the score which indicated the least preferred co-worker. The LPC approach calculates the degree to which leaders favourably perceive their worst co-worker and related the leadership style.

The score is assumed to be an indicator of leader's personality. It is obtained by asking the leader to think of everybody with whom the leader has worked and to describe the person with whom the leader could work least well, namely the least preferred co-worker. The scale consists of sixteen 8 point scale ranging from 1 to 8. For example,

PLEASANT	8	7	6	5	4	3	2	1	UNPLEASANT
TENSED	1	2	3	4	5	6	7	8	RELAXED

The Least Preferred co-worker score gives two main styles of leadership namely,

- 1) The human relation style is associated with the leader who has a relatively favourable description of the least preferred co-worker.
- 2) The task directed leader is associated with very unfavourable description about his co-worker.

### 3.5 SAMPLING

The samples were drawn from the Karnataka State Road Transport Corporation, Sirsi Division, comprising of five depots. Two trade unions are actively functioning namely, All India Trade Union Congress (AITUC) and the Indian National Trade Union Congress (INTUC). The membership is around 850 for AITUC and 600 for INTUC. The samples were drawn from management personnel, trade union leaders and the union members as follows.

1) Union Members :- Eighty members from AITUC union and sixty members from INTUC union were chosen, covering 10 percent of the total membership. At first it was very difficult to contact the members since most of them were on duty and had little time to spare. Also it was difficult to adopt random sampling method. Hence the researcher approached the union office bearers and administered the questionnaire in the union office itself. All the trade union members however, extended full co-operation in collecting relevant data.

2) Union Leaders :- Both unions operate in all the five depots of Sirsi Division. The division comprised of Sirsi, Kumta, Karwar, Bhatkal and Haliyal depot. AITUC is the strongest union in the division. Totally 32 union leaders from AITUC and 13 from INTUC were given the questionnaire.

3) Management Personnel :- Information was also collected from management staff from the Divisional Office. There were 14 staff members from various hierarchy of management in the office, and the questionnaire was administered to all of them.

Thus, the total sample for the course of the study and data collection comprised of people from various categories. The distribution of which is shown below.

1) Union Leaders	45
2) Conductors	30
3) Drivers	31
4) Assistant Accountant	10
5) Junior Assistant	15
6) Artisans	30
7) Foremen	18
8) Security Guards	7
9) Management Staff	14
TOTAL	<hr/> 200

### 3.6 QUESTIONNAIRE ADMINISTRATION

An introductory letter from the Institute stating the purpose of the research was given to the Divisional Controller and Personnel Manager from Central Office, Bangalore for their consent. Then, union-management relation and leadership style questionnaire were administered to the respondents.

### 3.7 SCORING

For union-management questionnaire the scoring pattern adopted comprised of clubbing the response of "strongly agree" and "agree" as an agreeable response. Whereas, the responses of "strongly disagree" and "disagree" were treated as disagreeable response.

On the other hand, to determine the Least Preferred Co-worker score and it implied leadership style was determined by adding the numbers recorded on the right hand side column of the questionnaire. If the total score is 64 or higher, it is treated as good human relation or democratic style of leadership. If the score is 57 or less, the leader is termed as least preferred co-worker leader. It implies that the work is extremely important and therefore, the leader cannot spare the poor co-worker. This type of leadership style is called as task motivated or task oriented.

### 3.8 STATISTICAL ANALYSIS

To findout the union-management relationship the responses were tabulated for different type of respondents namely, AITUC and INTUC union members as well as union leaders and the management personnel. Suitable statistical techniques were used for the interpretation of the data.



### 3.9 LIMITATIONS OF THE STUDY

The present study is not free from certain research limitations. These are as follows.

- 1) The organisation is State owned Road Transport Corporation. The employees constituted conductors and drivers. Practically, it was very difficult to meet these personnel since most of them were on duty and not free. Hence, a convenient sampling technique was adopted with the assumption that the researcher would get the relevant information on union-management relationship.
- 2) The leadership instrument was originally developed to assess the leadership style of the managers. Same technique is adopted in the present study to assess the leadership style of the union leaders.

### 3.10 SUMMARY

The study is aimed at assessing the union-management relations and leadership behaviour in Karnataka State Road Transport Corporation in Sirsi Division.

For collecting the data required for the study, the researcher used the union-management relationship questionnaire and leadership behaviour questionnaire.

Among the nine categories of employees of the corporation, the researcher has chosen 200 employees for the study as the respondents. These constitute union leaders, union members and management personnel.

The present study is not free from the research limitations. It was very difficult for the researcher to meet drivers and conductors since most of the time they were on duty and had hardly any time to spare with the researcher. Hence, the researcher has contacted them in the union office and collected the data.

