

CHAPTER-II

◎ METHODOLOGY ◎

## CHAPTER - II

### METHODOLOGY

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#### 2.1 INTRODUCTION:

The present study attempts to carry out a critical analysis of the trade union leadership in Kolhapur and adjoining areas, together with special emphasis on the personal characteristics of the trade union leaders, their personal relationship with the trade union movement, their perception about trade union leadership, trade union activities, etc., as also to gauge their personal opinions about the leadership qualities expected in an ideal leader so as to effectively lead the trade union movement in the industrially developing setting.

Another aspect which has to be accorded serious consideration while undertaking such a critical analysis is the strong local peculiarities specific to the trade union movement in Kolhapur; for example, the inseparability of its genesis and growth from the political movements in the erstwhile Princely State, its initial isolation from the mainstream trade union movement in the country as a whole, and above all, its symbiotic relationship with the typical rural setting of the region.

Against this backdrop of interdependent and inter-linked factors, it may not be wholly appropriate to apply standard textbook methodology to the present work. Moreover,

since it is being attempted to analyse the singular concept of trade union leadership from three different angles, namely, the leadership as the leaders practice it themselves, leadership as the leaders would like it to be and the leadership as followers (worker-members) perceive it in the present and for the future, it is exceedingly difficult to classify or categorise each and every verbal expression of the sample-respondents. Hence, while framing the 'Objectives of the Study' (2.3) and the 'Hypotheses of the Study' (2.4), the researcher has tried to seek a balanced convergence of the three different viewpoints stated above; which, naturally, has led to generalizations in some aspects being studied.

## **2.2 STATEMENT OF THE PROBLEM:**

With this background, the statement of the problem could be accurately expressed as: **A Study of Trade Union Leadership in Kolhapur and Adjoining Areas".**

## **2.3 OBJECTIVES OF THE STUDY:**

Accordingly, the following have been framed as objectives of the study:

1. To bring out the socio-economic background of the trade union leaders in Kolhapur and adjoining areas;
2. To critically appraise the role played by the union leaders in the genesis and growth of the trade union movement in Kolhapur;

3. To critically study the overall effect of union leadership on the trade union movement in Kolhapur;
4. To assess the influence of the personal characteristics of union leaders on the trade union movement in Kolhapur;
5. To study the impact of the political affiliations of union leaders on the trade union movement in Kolhapur;
6. To study the role played by the outsider union leader *vis-a-vis* insider union leader;
7. To assess the nature of extrinsic and intrinsic motivational factors for seeking union membership;
8. To study the nature of Leader : Follower relationship between the union leaders and the members;
9. To assess the leaders' and the members' opinions pertaining to the trade union finances.

#### 2.4 HYPOTHESES OF THE STUDY:

It is also proposed to test the following hypotheses:

1. The trade union leaders in Kolhapur and adjoining areas hail from economically backward classes;
2. The trade union leadership in Kolhapur and adjoining areas is based on the working class, irrespective of the caste.

#### 2.5 RESEARCH TOOLS:

For the purpose of collecting the **Primary data** from

the main sample of 35 union leaders and the subsidiary sample of 140 worker-members, two different **structured schedule** were administered to the respondents, one to the leaders and another to the worker-members. The rationale behind selecting two groups of sample respondents is explained in "Selection of Samples" (2.6). Since many sample-respondents were not well-versed in English language, the administering of the schedule was carried out in an atmosphere of informal personal discussions with the respondents, while the researcher translated, and sometimes explained, the questions in the vernacular and retranslated the answers back into English.

The **Secondary data** was collected from the widest possible avenues, through **interviews and discussions** with knowledgeable individuals, Government authorities as also from both **published and unpublished documents**. For this purpose, considerable assistance was drawn from the libraries of Shivaji University, Chh.Shahu Central Institute of Business Education and Research, archives of various politically-affiliated trade unions at Kolhapur and the records of the Government Labour Officer and the Assistant Commissioner of Labour at Kolhapur.

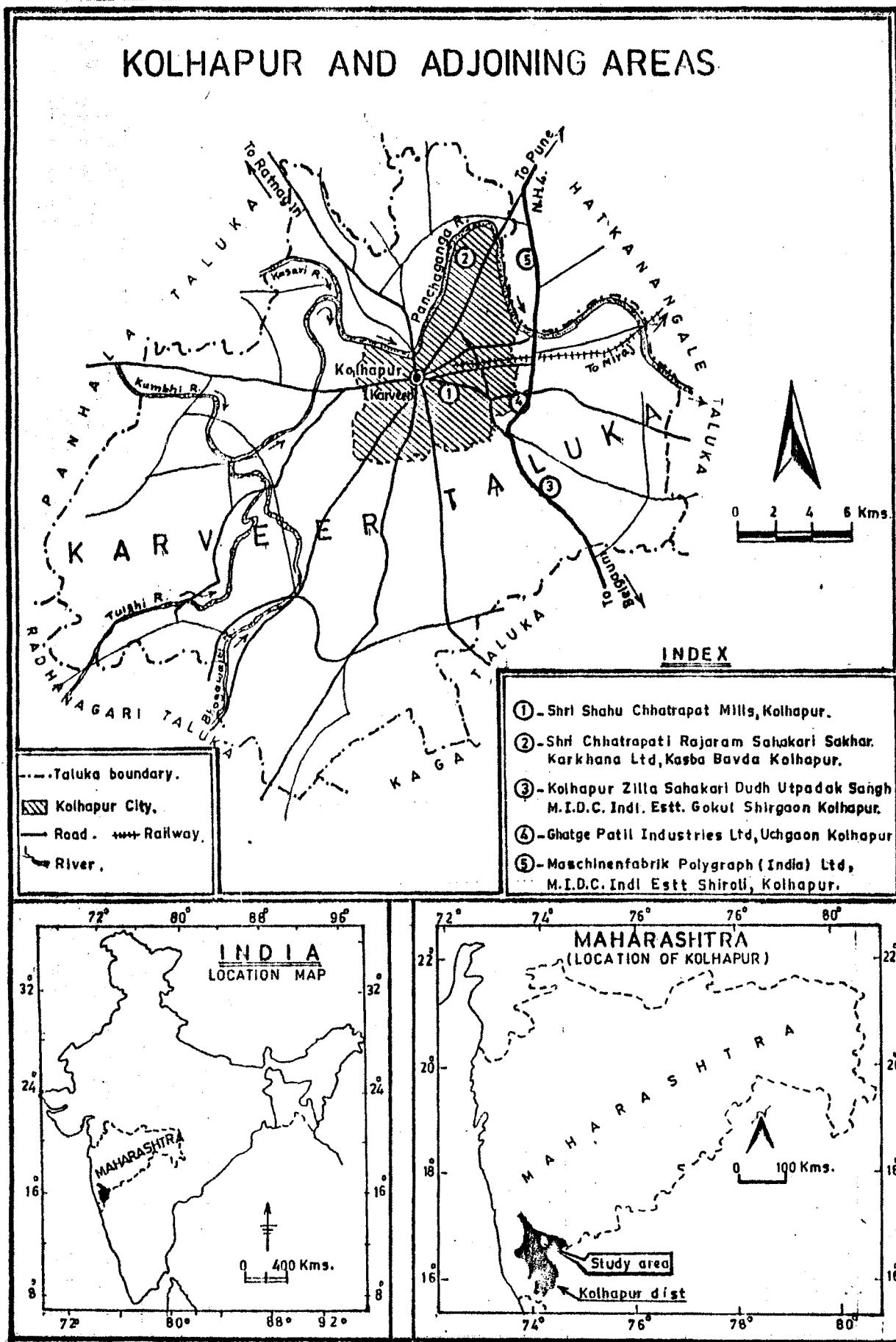
## 2.6 SELECTION OF THE ~~S~~AMPLES:

### 2.6.1 Selection of Industrial Units:

The following **five** industrial units situated in and around Kolhapur were handpicked for the purpose of carrying out the present investigation:

1. Shri Shahu Chhatrapati Mills,  
Kolhapur City;
2. Shree Chhatrapati Rajaram Sahakari Sakhar  
Karkhana Limited, Kasba Bavda, Kolhapur;
3. Kolhapur Zilla Sahakari Dudh Utpadak Sangh  
Limited, MIDC Industrial Estate,  
Gokul-Shirgaon, Kolhapur;
4. Ghatge Patil Industries Limited,  
Uchagaon, Kolhapur;
5. Maschinenfabrik Polygraph (India) Limited,  
MIDC Industrial Estate, Shirol, Kolhapur.

These five industrial units were selected on the basis of **purposive sampling**, because, in the opinion of the researcher, these represent the broadest cross-section of the industrial economy of the region. Shri Shahu Chhatrapati Mills (hereinafter called "Shahu Mill") is a public sector Government of Maharashtra Undertaking; Shree Chhatrapati Rajaram Sahakari Sakhar Karkhana Limited ("Rajaram Karkhana") and Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited ("Dudh Sangh") are in the co-operative sector; and the remaining two units, viz. Ghatge Patil Industries Limited ("GPI") and Maschinenfabrik Polygraph (India) Limited ("Polygraph") are in the private sector. Thus, their sector-wise fiscal motivations operate at different planes. Furthermore, all the five units have now become stabilized commercially after overcoming their initial teething troubles and, in fact, during the study period, were in the process of undertaking massive expansion and diversification plans. The last criterion which made the researcher to opt for these five units was their respective



(Map 2.1)

strategic location in the industrial layout of Kolhapur and the vicinity (See Map 2.1). Accordingly, in the opinion of the researcher, the purposive sampling of the industrial units is adequate enough to fulfill the objectives of the present study.

#### **2.6.2 Selection of Trade Unions:**

Between themselves, the five selected industrial units harbour a total of **seven** functioning trade unions, viz. 2 each in Shahu Mill and GPI and 1 each in Rajaram Karkhana, Dudh Sangh and Polygraph. (One defunct, but registered, trade union in Rajaram Karkhana has been excluded from the purview of the study). Since union interrelations, particularly union rivalries, form an important area of the study, the researcher thought it appropriate to take up for study the leaders of all the seven unions, so as to bring out a vivid and exact picture of the state-of-affairs.

#### **2.6.3 Selection of Trade Union Leaders:**

Union hierarchy, and the chain of command envisaged therein, enjoy statutory approval. Also, since the process of election of office bearers has been democratized, with regular elections and majority rule, etc., only the active and more contributive amongst the union workers can aspire to be the office bearers. Obviously, the workers who are elected to be the office-bearers, have demonstrated one or the other quality of leadership that made their colleagues to entrust them with certain responsibilities in the union work. The researcher, therefore, found it more desirable to select top five



office-bearers, i.e. (1) President, (2) Vice-President, (3) Secretary, (4) Joint-Secretary, and (5) Treasurer (or Executive Committee Member) of each union as the most suitable sample-respondents for study purposes. The manageable sample size thus selected amounted to **thirtyfive** leaders.

#### **2.6.4 Selection of the Worker-Respondents:**

It has been already explained that many of the characteristics of leadership being investigated border on abstract concepts (and which rightly belong in the domain of psychology), the researcher deemed it appropriate to look for corroborative proof, wherever necessary and possible, from amongst the followers of the leaders. Accordingly, 20 worker-members selected on **quota sample basis** from each functioning union, aggregating to **one hundred and forty** were taken up as a subsidiary sample.

#### **2.7 LIMITATIONS:**

Following circumstances and factors have imposed certain limitations on the present study:

1. The term 'trade union' variously itself evokes feelings of passion, trust and belief in different people; and the assertions made under such feelings are likely to be temperamental and exaggerated. The conclusions arrived at, therefore, have to be considered against the backdrop of this limitation.
2. As many of the respondents were not well-versed in English language, the administering of the interview schedule

involved translating the question into the vernacular and retranslating the response back into English for recording. In this tedious process, it is likely that the intensity of some of the responses might have become diluted, particularly of the colloquialisms and emotional expressions.

3. The leadership from Kolhapur and adjoining areas is mainly action-oriented. A number of leaders/workes were not able to decipher quite a few questions in the interview scheduled and the researcher, therefore, was obliged to abandon reference to these questions.
4. The study is limited only to the trade union leadership from Kolhapur and adjoining areas. Again, Kolhapur has developed industrially only recently and the trade union movement here is much younger. The conclusions drawn, therefore, may be applicable only to a similar industrial setting.

## 2.8 CHAPTER SCHEME:

The Dissertation has been arranged into Six Chapters. **Chapter-I** presents a brief history and industrial profile of Kolhapur and also introduces the origin of trade union movement in Kolhapur. **Chapter-II** is devoted to the methodology adopted for the study and deals with framework aspects such as statement of problem, objectives and hypotheses of the study, sample selection procedures, research tools and limitations of the study. **Chapter-III** presents theoretical perspective of the subject under investigation. **Chapter-IV** presents the historical

perspective of the trade union movement in India, in Maharashtra and in Kolhapur; as also the profile of the five industrial units from which the main and subsidiary sample respondents have been drawn. **Chapter-V** relates to the presentation, analysis and interpretation of data collected. **Chapter-VI**, being the final Chapter, presents conclusions drawn and suggestions given at the end of the study. The structured interview schedules used for the purpose of data collection appear as **Appendices** and the Dissertation concludes with a comprehensive **Bibliography**.

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