CHAPTER - IV

SAKHAR KAMGAR UNION : THE LEADERS, MEMBERS AND NON-MEMBERS

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The last chapter dealt with the emergence, development and the organizational features of the Sakhar Kamgar Union. Against this background, in the present chapter the data regarding socio-economic background and some aspects of union involvement of the leaders and members of Sakhar Kamgar Union are presented and analysed. As noted in the chapter on research methodology of the present study, all the 14 leaders were interviewed personally with the help of an interview schedule. A sample of 45 employees i.e., about 5% of the total workforce in Chh. Rajaram Sahakari Sakhar Karkhana Ltd., Kasba-Bavda (Kolhapur) was selected by using random sampling technique and the pertinent data were collected with the help of an interview schedule. Of these 45 workers, 37 respondents were members of the Sakhar Kamgar union, whereas the remaining 8 respondents were not the members of this union.

THE UNION LEADERS :

The respondents treated as union leaders were the members of the executive committee ofSakhar Kamgar Union, which looks after the union business. There were in all 12 members of this executive committee including the President, 3 Vice-Presidents, the Secretary, Treasurer and 6 ordinary members. All these 12 respondents were interviewed as union leaders. Besides 2 informal leaders who were not office-bearers of the

members of the executive committee of the union were also interviewed because they were taking keen interest in the union activities and were influential persons. Out of these 14 leaders, 2 were 'outsiders' and 12 were 'insiders'. Thus, as union leaders 14 respondents were interviewed.

UNION LEADERS : BACKGROUND CHARACTERISTICS - A PROFILE :

The data regarding the background characteristies of the leaders of "Sakhar Kamgar Union" are presented in the table 4.1 below :

Table 4.1 : Union Leaders : Background Characteristics - A Profile

Sr. No.	Variable	Categories	Frequency	% to the total	Total
1.	Sex	Male	14	100.00	14 (100.00)
2.	Age	41 to 50 years	3	21.42	
		51 and above	11	78.58	14 ((100.00)
3.	Marital status	Married	14	100.00	14 (100.00)
4.	Education	Illiterate	-	-	
		Upto 10th std.	11	78.58	
		Upto 12th std.	3	21.42	14 (100.00)
5.	Religion	Hindu	14	100.00	14(100.00)
6.	Place of Residence	Kolhapur city	6	42.85	
		Out of Kolhapur	8	57.15	14 (100.00)
7.	Occupational background of the respondents' families				
	Fathers' occupation	Farming	6	42.85	
		salaried job	8	57.15	14(100.00)
	Grand-fathers' occupation	Farming	11	78.57	
		Salaried job	2	14.28	
		Business	1	7.15	14 (100.00)

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Table 4.1 (contd.)

Sr. No.	Variable	Categories	Frequency	% of the total	Total
8.	Average monthly family income	2001-2500	7	50.00	
		2501-3000	5	35.72	
		3001-3500	1	7.14	
		3501-4000	1	7.14	14 (100.00)
9.	Socio-economic status of the family as perceived by the leaders.	Upper class	-	-	
		Middle class	14	100.00	
		Lower class	-	-	14 (100.00)
10.	Place of	Rural area	11	78.58	
		Urban area	3	21.42	14 (100.00)

1. Sex : The leadership of Sakhar Kamgar Union was found to be confined to men. The similar trend regarding the trade union leaders' indicating predominance of male leadership is noted by other scholars also. (Jaspal Singh, 1980 : 35; Rao, 1984 : 485; Masihi, 1985 : 51, Salunkhe, 1990 : 75).

2. AGE : Age can be considered as one of the factors influencing leadership behaviour. Political sociologists recognise age as an important variable in determining political attitudes. In general, it can be observed that youngleaders tend to be more energetic, enthusiastic, prepared to take risk, ambitious and change-prone. On the other hand, old leaders generally tend to be more matured, diplomatic and responsible as compared to the young ones.

Our data shows that, the leaders of the Sakhar Kamgar Union is in the hands of matured persons who are more than 40 years of age.

3. MARITAL STATUS : An enquiry into the marital status of the leaders revealed that all the 14 leaders were married.

The similar trend of high proportion of married trade union leaders is also reported by the other scholars such as Dayal and Sharma (1976:31), Masihi (1985:51). Sinha (1984 : 148), Singh (1970 : 1421).

4. EDUCATIONAL LEVEL - Education can be considered as an important pre-requisite for union leadership. The Trade union leader requires at least working knowledge of various labour laws and legal matters pertaining to labour for this certain level of educational attainment is necessary.

It can be observed from the table 4.1 above that no leader of the Sakhar Kamgar Union was illiterate. Of the 14 leaders majority (78.58 per cent) was having education upto the 10th standard to their credit whereas the remaining 3 (21.42 percent) had attained educational level upto 12th standard.

It is surprising to note that no leader was highly educated.

Regarding the educational level Masihi (1985:54) found that little less than 3/4 of cell the respondents in his sample were studied upto 7th std. only, level of education of the leaders studied by Dayal and Sharma (1976:32) was on an average eight years schooling, while Sood (1984:50) found that among the local level leaders majority had 4 to 8 years of schooling. However, majority of the leaders studied by Acharji (1980:2-3) were educationally better endowed (55.71 percent) weregraduates or post-graduates, some having technical and professional degrees, as the study include white collar union leaders.

5. RELIGION : As the table 4.1 shows all the leaders were Hindus.

6. PLACE OF RESIDENCE : The place of residence of the union leader can be considered as an important factor influencing union involvement. Residence in the city were the union office is located is conducive to the leaders greater involvement in the union activity. Residence in the city where the union office is located enables the leader to give more time to union activities. Therefore, an enquiry was made regarding the place of residence of the union leaders.

Our data revealed that majority (57.15 percent) of the leaders were living out of Kolhapur city whereas only 6 leaders (42.85 percent) were staying at Kolhapur.

7. FAMILY BACKGROUND : The family - one of the primary and most influential institution - has direct bearing upon leadership role. The occupational background of the family, average monthly family income and the socio-economic status of the family are some of the important aspects of family background discussed below.

a) Occupational Background of the Family :

In order to understand, the occupational background of the leaders families, an enquiry was made into the respondents' fathers' and grand-fathers' occupation. The data revealed that (table 4.1) most of the leaders grand-fathers' (in case of 78.57 percent) were farmers. Occupational mobility can be observed in case of next generation (i.e., leaders' fathers). Most of the leaders' father were engaged in various salaried jobs (8 or 57.15 percent) whereas 6 (42.85 percent) continued their agricultural family occupation.

b) Average Monthly Family Income :

An enquiry was made regarding the average monthly family income of the leaders' families. The data (table 4.1) shows that average monthly family income of half of the leaders was in the range of Rs.2001 to 2500. The average monthly family income of (35.72 percent) leaders' families was in the range of 2501 to 300 and one each belonged to the income range of Rs.3001 to 3500 and Rs. 3501 to 4000.

c) Socio-Economic Status of the Family - Leaders' Perceptions :

The leaders were asked to rate their own families considering the socio-economic status of the family. The data on this aspect revealed that all the respondents subjectively identified themselves with the middle class.

In this connection, it may be noted that, in Visakapatnam, with the exception of only two, all the leaders studied by Rao (1984:87) rated themselve as belonging to the middle class (two-third) and the lower class (one-third). In Punjab, Singh (1971:69) found that 42.6 percent of leaders subjectively identified themselves with the lower class, 4 percent with the upper and remaining preferring to be placed inbetween.

In the context of the present study although all the leaders' indentify themselves with the middle class, inference based upon their occupational status (that of industrial worker) supports Hiremath's (1990:65) observation that the trade union leaders tend to identify themselves with a higher class than the class they actually represent.

8. RURAL-URBAN BACKGROUND : In order to understand the leaders' rural-urban background the information regarding their native place (where the leaders were born and brought up) was collected. As the table 4.1 indicates more than 3/4 (78.58 percent) of the leaders' come from rural areas (their native places where they were born and brought up are in the rural areas) and the remaining (21.42 percent) hail from urban areas.

UNION LEADERS : SOME ASPECTS OF INVOLVEMENT IN THE UNION

The last section dealt with the socio-economic background of the leaders. The present section is devoted to present and analyse the data regarding some aspects of leaders' involvement in the union.

1. Period of Direct Association with the Union :

We have already seen that with the exception of only two leaders all the leaders were having experience of employment in the sugar factory. Against this background it is necessary to understand the period of direct association with the trade union as this will indicate the respondents' experience in the field of trade unionism.

The data on this aspect are presented in the table 4.2 below.

Table 4.2 : Leaders' Period of Association with the Union

Period of association with the union	Frequency	% of the total
11 to 15 years	3	21.42
16 to 20 years	7	50.00
21 and above years	4	28.58
	14	100.00

The above table shows that majority of the leaders (i.e., 11 or 78.58 percent) were with the union for more than 15 years. This indicates that, the majority of leaders have considerable experience in the field of trade unionism.

2. Length of Leadership Experience :

The data on this aspect are presented in the table 4.3 below.

Table 4.3 : Length of Leadership Experience

Length in years	Frequency	% of the total
Upto 10 years	1	7.14
11 to 20 years	9	64.28
21 to 30 years	4	28.58
	14	100.00

It can be clearly seen from the above table that with the exception of only 1 leader all the remaining have 11 or more years of leadership experience in the union field to their credit. It is also important to note here that, of the 14 leaders, 2 leaders (who were outsiders) were associated with other unions as presidents and secretaries along with the Sakhar Kamgar Union.

3. Economic Gains from the Trade Union Work :

An enquiry was made regarding whether the leaders receive any monetary gains for their union work. The data on this aspect revealed that no respondent receives salary for the trade union work. The 2 outsiders work for the union without even honorarium. This indicates that the motivation for union leadership must be psychogenic or sociogenic.

4. Training in Union Leadership :

An enquiry was also made into the training in trade union leadership received by the respondent because such professional training helps to improve the quality of leadership. The data collected on this aspect revealed that out of the 14 leaders only 6 had an opportunity to undergo training in union leadership and these leaders started that they received such training under workers education scheme for the duration of three months. The remaining leaders were performing three leadership role on the basis of their experience in the union field.

5. Time Spent for the Union Work :

One way of examining the extent of involvement in trade unions is the analysis of time budget. The time spent per day on an average, on trade union work, can be regarded as one of the indicators of involvement in trade unions. Therefore, a question was asked, "how much time do you spend for trade union work during a day on an average?"

The data on this aspect revealed that of the 14 respondents, 12 respondents were able to devote only one to three hours for the union work per day on an average. The remaining 2 respondents, who were outsiders, were able to spend more than 3 hours during a day on an average.

6. Expectations of Union Members from the Leaders :

The term 'Role' as used in sociology, is defined as, "the behaviour expected of one who holds a certain position or status. The term 'status' is usually defined as the rank or position of an individual in a group (Horton and Hunt; 1976:99).

Thus the 'expectations of others' forms the essence of a 'role'. In a trade union, leaders' position is important one. Therefore union members' expectations influence and shape leadership behaviour in trade unions. Moreover, it can be said that leaders very existence as a leader depends upon his conforming leaders in action in better perspective a question was asked, "What are the expectations of your union members from you as a leader of the trade union? The data on this aspect are presented in table 4.4 below.

Table 4.4 : Expectations of union members : Leaders' Perception

Expectation of members	Frequency	% to the total
1. Leaders should try to protect the workers' rights	7	50.00
2. Leaders should try to protect economic economic interests.	5	35.72
3. They went to get redressed their grievances as early as possible.	1	7.14
4. Leaders should propertly guide the workers.	1	7.14
	14	100.00

The analysis of the table reveals that the leaders perceive following expectations of union members from them as union leaders.

1. The workers expect that the leaders should try to protect the workers' rights.
2. The workers expect that the union leaders should always try to protect their (workers) economic interesdts.

3. The workers expect that the leaders should attend to and get their grievances redressed as early as possible.
4. Leaders should properly guide the workers.

The leaders are required to consider the expectations of followers and act in order to meet these expectations and keep them satisfied.

7. The Functions of the Trade Union Leaders :

An enquiry into the functions of trade union leaders resulted in getting variety of responses.

The functions told by the respondents are in table 4.5

Table 4.5 : Trade Union Leaders - Functions

	Functions	Frequency	% to the total
1.	Attending meetings + Redressal of grievances + Legal matters	7	50.00
2.	Trying to increase membership of the union	2	14.28
3.	Meetings + Redressal of grievances	4	28.57
4.	Collecting union fees + keeping contact with union office	1	7.15
		14	100.00

Again, if we examine the table 4.5, we find that redressal of workers grievances, attending meetings were among most frequently reported functions. This suggests that leaders mostly remain busy with these tasks. The similar trend was also observed by Sheth and Jain (1982:238) in their study of local union leaders.

8. Members' Participation in Union Activities : Leaders' Reactions :

A question was asked, "to what extent you are satisfied with the participation of your members in union activities?" The responses are presented in table 4.6 below.

Table 4.6 : Members' Partricipation : Leaders' Reactions

Leaders' reaction to members' participation	Frequency	% to the total
Satisfied	10	71.42
Partly satisfied	4	28.58
	14	100.00

It can be seen from the table 4.6 that, majority of the leaders were satisfied with the members' participation in union activities, on the other hand 4 (28.58 percent) leaders were partly satisfied.

9. Why Workers Join the Unions ?

An attempt was made to elicit the perception of the respondents about the motivations of the workers in joining the trade unions. The workers' motives in joining the unions can influence the activities of the leaders in particular, and the effectiveness of labour movement in pursuit of its goal achievements in general.

Table 4.7 : Why Workers Join the Unions ? - Leaders' Perceptions

Motives behind workers' joining the union	Frequency	% to the total
To get solved personal problems	4	28.58
To protect economic interest	7	50.00
Understanding that unity yields better results than individual efforts	3	21.42
	14	100.00

The findings indicate that, leaders perceive economic and other job related considerations, as motivating forces, behind workers joining the unions.

The similar enquiry regarding the motivations of members in joining the unions was made by Rao (1986:172) and he found that large percentage of his leaders' perceived that the workers joined their unions for 'self advancement' and due to 'experience of injustice', while the leaders in whose perception workers joined the unions on political considerations constituted only a negligible percentage. The similar trend was also observed by Sinha (1984:96) in his study of 60 executive members and 140 ordinary members of four unions of Bokaro Steel Plant as he notes that the workers have joined unions not because they haveany ideological commitments, not because they have political allegiance but mainly because the job factors attheir workplace are not satisfactory.

10. Important Objectives of the Unions :

The trade unions are formed to protect workers' economic and other interests. One of the important aspects of a trade union is its objectives.

Every union tries to achieve these objectives. In this sense, objectives of the unions can be regarded as the frame of reference which gives direction for leadership activities. Therefore, respondents were asked to state the objectives of their unions to which they give importance. The frequency distribution of these responses is presented in table 4.8 below.

Table 4.8 : Objectives of the Trade Unions

Objectives	Frequency	% to the total
To protect workers' rights	5	35.72
To get other facilities from the employer	1	7.15
To protect economic interests of the workers	2	14.28
To fight against injustice	3	21.42
Union participation in management	1	7.15
To create class consciousness	2	14.28
	14	100.00

It can be seen from the table that, as union objectives most of the leaders have given importance to the protection of workers' rights.

11. Trade Union Leaders : Essential Qualities

A question was asked, "According to your opinion what are the essential qualities that trade union leaders should possess? As the question was open ended it yielded multiple responses. A frequency distribution of these responses is presented in table 4.9 below.

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Table 4.9 : Trade Union Leaders : Qualities Desired

	Qualities		Responses
1.	Honesty	-	11
2.	Oratory	-	9
3.	Intelligence	-	5
4.	Unselfish dedication	-	4
5.	Loyalty to the workers	-	4
6.	Devotion and having real interest in solving workers' problems.	-	3
7.	Knowledge of workers' life and their problems.	-	3

It can be observed from the table 4.9 that, honesty, oratory, intelligence were most desired qualities as reflected in their frequency. The unselfish dedication, loyalty to the workers, devotion and having real interest in solving workers' problems, and knowledge of workers' life and their problems, were also among other desired qualities that the respondents feel essential for a trade union leaders.

Looking at the personal background of the leaders, it has been observed in the study that, as elsewhere, only men have been attracted towards the union leadership. A large majority of the leaders were married. Hindus were numerically dominant like their counterparts in other parts of the country. Most of the leaders had education upto the 10th standard.

An enquiry into the occupational background of the leaders' families revealed that majority of the respondents' fathers' occupation is salaried

job. Majority of the leaders' grand-fathers' occupation was farming. Most of the leaders reported family income of their families in the range of Rs.2000/- to 3000/-. Majority of the leaders claimed that their families belong to the middle class. Most of the leaders have come from rural areas.

Majority of the leaders have considerable experience in the field of trade unionism. More than half of the leaders were having leadership experience upto 11 or more years. No respondent receives salary for the trade union work.

Nearly half of the respondents had an opportunity to undergo training in union leadership under the workers' education scheme for the duration of three months. Being insiders, majority of the leaders were able to devote only 1 to 3 hours for the union work per day on an average.

What do members expect from the union leaders ? The "leaders should try to protect the rights of the workers", "leaders should always try to protect workers' economic interests" and leaders should attend to and get redressed the workers' grievances". These were the expectations of the workers from the leaders perceived by the respondents. Against this background the workers' expectations the leaders reported their functions as union leaders such as the redressed of workers grievances, attending meetings, trying to increase the membership strength of the union. Most of the leaders reported that they were satisfied with the members participation in union activities. In the opinion of the leaders the workers join the unions mainly because they want to protect their economic and job-related interests. Protection of workers' rights, protection of the economic interest of the workers, fighting against the injustice and creating class

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consciousness were among the objectives of the Sakhar Kamgar Union to which the leaders attach importance. The respondents believed that qualities such as were essential qualities that a trade union should possess.

UNION MEMBERS :

In this Section the data pertaining to the socio-economic background of union members and some aspects of their participation in the union are presented and analysed.

As noted in the chapter on research methodology of the present study, a sample of 45 workers was intereviewed personally with the help of an interview schedule. Of these 45 respondents, 37 respondents were members of the Sakhar Kamgar Union whereas the remaining 8 respondents were not the members of this union.

THE UNION MEMBERS : BACKGROUND CHARACTERISTICS

The data regarding the background characteristics of the members of "Sakhar Kamgar Union" are presented in the table below.

Table 4.10 : Union Members - Background Characteristics - A Profile

Sr. No.	Variable	Categories	Frequency	% of the total	Total
1.	Sex	Male	37	100.00	37 (100.00)
2.	Age	25 to 30 years	1	2.70	
		31 to 35 years	7	18.92	
		36 to 40 years	11	29.72	
		41 to 45 years	4	10.82	
		46 to 50 years	3	8.12	
		51 and above	11	29.72	37 (100.00)
3.	Marital status	Married	37	100.00	37 (100.00)

Table - 4.10 (contd.)

Sr. No.	Variable	Categories	Frequency	% to the total	Total
4.	Education	Illiterate	2	5.41	
		Upto 7th std.	17	45.94	
		Upto 10th std.	17	45.94	
		Graducation	1	2.71	37 (100.00)
5.	Religion	Hindu	26	70.27	
		Muslim	4	10.81	
		NavBoudha	7	18.92	37 (100.00)
6.	Place of birth	Urban	8	21.62	
		Rural	29	78.38	37 (100.00)
7.	Occupational background				
	Father's occupation	Farming	21	56.76	
		Farm labour	5	13.52	
		Salaried job	8	21.62	
		Business	3	8.10	37 (100.00)
	Grand fathers' occupation	Farming	22	59.46	
		Farm labour	5	13.52	
		Salaried job	5	13.52	
		Balutedars	2	5.40	
		Do not know	3	8.10	37 (100.00)
8.	Average monthly family income	2500-3000	19	51.36	
		3001-3500	4	10.81	
		3501-4000	4	10.81	
		more than 5001	10	27.02	37 (100.00)
9.	Type of family	Joint family	30	81.08	
		Necular family	7	18.92	37 (100.00)

1. Sex : All the 37 (100.00 percent) respondents were men.

2. Age : Our data shows that, majority (78.38 percent) respondents under study were more than 35 years of age. The propertion of young members was very low.

3. Marital status : An enquiry into the marital status of the workers revealed that all the 37 leaders were married.

4. Educational level : Taking into consideration the importance of education of workers, an enquiry regarding the educational level of workers was made and the data on this aspect are presented in the table 4.10. The table clearly shows that the majority of the workers have some education to their credit. Of these 45.94 percent have had education upto 7th standard and 45.94 percent have had education upto 10th standard. There were only two illiterates in the sample and only one respondent was graduate.

5. Religion : The table 4.10 shows that the majority (70.27 percent) of the respondents were Hindus and this was followed by Nav-buddhas (18.92 percent) and Muslims (10.81 percent). The table thus indicates the dominance of Hindu religion among the respondents under the study. The dominance of Hindu religion among the workers is natural and expected as Hindu religion is dominant all over India.

The similar trend was also observed by R.P. Sinha in the study of workers from Bokaro Steel Plant in Bihar state. Sinha noted that, 92 per cent workers of Bokaro Steel Plant union were Hindus, 6 percent were muslims and zero percent were Christains" Sinha (1984:28).

6. Place of birth : The table shows that the majority (78.38 percent) of the respondents under study hail from the rural areas. There were only 8 workers (21.62 percent) who were born and brought up in urban areas.

In this connection, Oranti observes that, "the smaller industrial centers generally attracted workers from the surrounding rural areas," and it is true for Kolhapur also (Oranti Oscar, A.; 1955:29).

7. Occupational Background of the family : The data regarding fathers' occupation of workers are presented in the table 4.10. The table indicates the majority 21 (56.76 percent) of the workers' fathers' occupation was agriculture sector, while 5 or 13.52 percent workers' fathers' were farm labourers, 21.62 percent workers' fathers' occupation was business. When the table is seen from the point of view of occupational mobility, it shows a high rate of occupational mobility of workers from agriculture to factory work.

The data indicate that the majority of workers' grand-fathers' occupation was farming (59.46 percent) and (13.52 percent) workers' grand-fathers' occupation was business while only 2 workers (5.40 percent) grand fathers were balutedars.

8. Average Monthly Family Income : The table shows that most (51.36 percent) of the workers' average monthly family income was reported in the range of Rs. 2500-3000. 10 workers (27.02 percent) average monthly income is more than Rs.5000; because in case of them other source of income is agriculture. Few workers (4 or 10.81 percent) average monthly family income was reported in the range of Rs.350 1/- - 4000 /-

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9. Type of Family : The data regarding the type of family of workers are presented in the table 4.10. The table shows that the majority (81.08 percent) of workers were having joint family background and the rest were having nuclear family background. This trend is not surprising looking at their rural background.

UNION MEMBERS : SOME ASPECTS OF INVOLVEMENT IN THE UNION

The last section dealt with the socio-economic background of the union members. The present section is devoted to present and analyse the data regarding some aspects of members' involvements in the union.

Workers' Participation in Trade Union : N.R. Sheth remarks that participation by ordinary members in union activities is important for three reasons". First, a union exists basically to serve the interest and goals of its members, hence its effectiveness would depend largely on the extent to which the members seek to channelise their interests and achieve their goals through the medium of the union by their participation. Second, if we accept the importance of union leadership emerging from the rank and file, the degree of participation by the latter in union work has considerable value as it may provide indicators of the patterns of leadership developing in concrete situations of unionism. Third, it is obvious that the iron law of oligrachy or the tendency on the part of selected leaders to become all powerful can be checked by a vigilent and participative membership" (Sheth; 1961 : 280).

It has been observed that all the union members included in the sample were men. Majority of the members were married. Hindus were numerically dominant. The majority of the members had some education

to their credit. 45.94 percent had education upto 7th standard and 45.94 percent had education upto 10th standard; only one was graduate and two were illiterates. Most (51.36 percent) of the members' average monthly family income reported was in the range of Rs.2500 to 3000/-. The majority of the members (70.27 percent) were having rural, agricultural and joint family background.

Indicators of Union Involvement :

As quoted by Sheth (1969 : 283) Tannenbaum and Khan postulated six items to serve as indicators of participation in union activities (i) number of regular union meetings attended (ii) number of special meetings attended (iii) number of things done at those meeting (iv) holding union office (v) membership of union committees and (vi) voting behaviour during the last union election for officers.

Similarly, Sheth (1969 : 283) has selected seven indicators of union participation (i) union membership (ii) payment of union dues (iii) visit to the union office (iv) persual of union notices (v) participation in union elections (vi) active participation in elections to the works committee and (vii) participation in important union activities such as union representations to the management, demonstrations organized by the union membership work etc.

Sinha (1984 : 117) used three criteria to measure union participation such as (i) the interest of workers in union in general (ii) how much and how do the workers participate invarious union activities (iii) How and what do the workers perceive their unions in terms of performance and the major functions of the unions.

In order to have some understanding about the members involvement in the Sakhar Kamgar Union. We have collected the information on following aspects which indicate members' participation in the union.

1. Do members know the name of their union?
2. Do members know when the union was established?
3. Do members know about union affiliation?
4. Do members know the names of the leaders?
5. Do members know procedure followed for selection/election of the union leaders ?
6. Do members attend the union meeting?
7. Do members express their opinions in the union meetings?
8. Members' involvement in the strike.

The picture of regarding members' participation in Sakhar Kamgar union which emerged from the analysis of the information obtained on above mentioned points is presented below.

1. Do members know the name of their union?

The information collected revealed that except one, all others were able to correctly recall the name of their union.

2. Do members know when the union was established ?

The data on this aspect revealed that all of the 37 respondents were not knowing the year inwhich Sakhar Kamgar Union came into existence.

3. Do members know about union affiliation ?

No respondent was able to supply any information on this aspect.

4. Do members know the names of the leaders ?

The data on this aspect revealed that majority (23 or 62.16 percent)

of the respondents were knowing the names of their union leaders, i.e., office-bearers of the union but they were unable to correctly state the union offices held by them. However, the remaining 14 (37.84 percent) respondents were unable to tell the names of office-bearers, instead they told the names of executive committee members as the main leaders of the union.

5. Do members know procedure followed for selection/election of the union leaders ?

The data on this aspect revealed that only 5 respondents (13.52 percent) were able to correctly describe the procedure followed for choosing the union leaders. And the rest of them did not know the actual procedure followed. The leaders of Sakhar Kamgar Union were being selected in the General Body meeting called for this purpose by adopting open voting method. This was reported by the union officials.

6. Do members attend the union meetings ?

The data on this aspect revealed that the majority (30 or 81.08 percent) of the respondents attend some meetings of the union, 5 respondents (13.52 percent) told that they attend all the meetings and remaining 2 respondents (5.40 percent) reported that they had not attended any union meeting so far.

7. Do members express their opinions in the union meetings ?

The data on this aspect revealed that more than half of the respondents (62.16 percent) reportedly express their opinion in the meetings, 14 respondents (37.84 percent) reported that they do not express their views/ opinions in the meetings.

8. Members' involvement in the strike :

The data on this aspect revealed that the majority (33 or 89.20 percent) of the respondents had participated in strike called by the union. 2 respon dents (5.40 percent) did not participate in strike because at that time they were on medical leave. And remaining 2 repondents (5.40 percent) were newly recruited members.

The data presented above is indicative of a very low level of workers participation in the union. It is very surprising that the majority of the members do not know about the leaders' names and positions held by them in the union, the method adopted for choosing the union leaders and the year in which the union came into existence. Similarly, the percentage of members who had attended all the meetings of the union is very low. However, as the data indicates, it seems that members show interest in the union only when they face critical situation like strike. But, it should be mentioned here that members' continuous interest and involvement is necessary for strong unionism which is lacking among the members of Sakhar Kamgar union.

NON MEMBERS - REASONS FOR NON INVOLVEMENT IN THE UNION :

As mentioned earlier out of a sample of 45 respondents' selected for the present study of respondents were not the members of the 'Sakhar Kamgar Union'. They were asked to state the reasons for their non-involvement in the union. Most of them were reluctant to give any information. In fact they did not cooperate with the researcher. Only three of them stated that they were not interested in the union. Most of these non-members were recruited in the factory by way of influence of the factory

directors. Three of these respondents stated that even if they do not become themembers of the union they were in a position to get all the benefits that the other employees were getting due to the union's achievements.

Working of the Sakhar Kamgar Union :

As mentioned earlier Sakhar Kamgar Union is functioning in three sugar cooperatives in Karveer taluka of Kolhapur district. The main office of the union is located at Kolhapur. The representatives of all the three sugar cooperatives are in the managing council of the union. As and when the problem arises in case of any workers, or group of workers in any of the factories, local union leaders looking after the day to day problems of workers within particular factory attend to the workers grievances. Then they approach the management authorities and try to settle the things. In case the problem is not solved at the factory level, then these leaders discuss the problem with the union office-bearers and the members of the Managing Council in a meeting. Then afterdiscussing the problem in detail they decide about the further line of action. In case of common problems relating to all the workers in all the three sugar factories, the decisions are taken in union's managing council. The union leaders told that they believe in a peaceful ways of settlement of the disputes such as the negotiations with the managements. The leaders further clarified that the decisions are taken in a democratic way. The union office-bearers encourage the members to express their views and opinions in the union meetings. The union decisions and notices regarding union meetings are communicated to the union members by way of personal communication and notice-board.

Union-Management Relationship :

It was reported by the union leaders that the Sakhar Kamgar Union is recognized by the sugar cooperative managements. The leaders of this union were being invited for the negotiations by the managements. When a question was asked, "How would you describe union's relationship with the management?" The majority of the leaders and members described the relations between the two as "satisfactory". Although, some of the leaders as well as members also described the relations between the two as "partly satisfactory", none of them described the relations between the union and management as "dissatisfactory".

There is one workers' representative in the management of the sugar factory. The managing council of the union selects one workers' representative and sends him in the management of the sugar factory. However, according to the union leaders, this workers' representative is not in a position to really represent the workers' interests in the meetings. They further argued that, the other directors are generally reluctent to listen to the workers' representative. The union leaders wanted this situation to be changed.

When asked about the union management relations to the labour officer in the factory he also described these relations as "satisfactory".

The study revealed that, the leaders where more enthusiastic and serious about the union activities. As compared to the ordinary members, the leaders' involvement in the union was much better. It was also observed that, the union was mainly controlled by the outsiders who were looking after the union business. There was a feeling of respect for these

outsiders among the other members of managing council and among the workers also. The insiders were also active and they were looking after the day to day grievances of the union members in their respective establishments. However, the degree of members' involvement in the union activities was low. Therefore, the union leaders should undertake the programmes which will ensure workers' interest and active participation in the union activities. Starting some welfare programmes for the benefit of the union members will be one such positive step to ensure better participation of the members in the union activities.

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