

## CHAPTER - VI

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ANALYSIS AND INTERPRETATION OF DATA

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This chapter deals with the analysis and interpretation of the data which is collected with the help of questionnaire, personal interviews and discussions with the workers, union leaders and management, of the the M.S.E.T.C. Kolhapur Division.

**TABLE 6.1 : Age-wise classification of the workers.**

Sr. No.	Age (years)	Number of workers	Percentage
1	21 - 30	44	22
2	31 - 40	96	48
3	41 - 50	50	25
4	51 - 60	10	05
Total		200	100%

Table 6.1 indicates the classification of workers according to age. 48% workers belongs the age group of 31 - 40 years. Only 5% workers belongs the age group of 51 - 60 years. The workers belonging age group of 41 - 50 years and 21 - 30 years are 25% and 22% respectively.

**TABLE 6.2 : Classification according to designation.**

<b>Sr.No.</b>	<b>Designation</b>	<b>Number of employees</b>	<b>Percentage</b>
1	Junior Assistant	11	5
2	Accountant	01	1
3	Cashier	02	1
4	Clerk	32	16
5	Typist	04	2
6	Head Art	01	1
7	Art 'A'	19	9
8	Art 'C'	09	4
9	Helper	08	4
10	Traffic Controller	01	1
11	Driver	55	27
12	Conductor	55	27
13	Peon	01	1
14	Sweeper	01	1
Total		200	100%

Among the workers bearing various designations, 27% each where the Drivers and Conductors, 1% each were the accountant, cashier, Head Art, Traffic Controller, Peon and Sweeper. Whereas Jr.Assit., Clerk, Typist, Art 'A', Art 'C', Heper were 5%, 16%, 2%, 9%, 4% and 4% respectively.

**TABLE 6.3 : Classification according to experience.**

Sr. No.	Experience (years)	Number of employees	Percentage
1	1 - 5	33	16
2	6 - 10	74	37
3	11 - 15	28	14
4	16 - 20	45	22
5	21 - 25	14	7
6	26 - 30	04	2
7	31 - 35	01	1
8	36 - 40	01	1
Total		200	100%

Of the 200 workers surveyed, 37% workers have put their services 6-10 years. 1% employees are having experience of 31-35 years and 36-40 years each. 16% employees have put their services for 1-5 years. 14% employees have served for 11-15 years. 22% employees have served for 16-20 years. 7% employees have the experience of 21.25 years and the employees having experience of 26-30 years are 2% only.

Table 6.4 shows that 61% employees have completed secondary education. 20% employees have completed primary education. 17% persons are having degree and 2% are having diplomas.

**TABLE 6.4 : Educational qualifications of the employees.**

Sr. No.	Educational Qualification	Number of Employees	Percentage
1	Primary	41	20
2	Secondary	122	61
3	Graduate (Degree)	34	17
4	Diploma	3	2
Total		200	100

**Trade Union Membership :**

Of the 200 workers surveyed, it is found that all are the members of the trade union.

**TABLE 6.5 : Strength of trade unions.**

Sr.No.	Name of the union	No. of employees	Percentage
1	Maharashtra S.T.Kamgar Sanghatana	108	54
2	S.T.Employees Union (INTUC)	66	33
3	M.M.K.Fed.	15	7
4	Chalak-Wahak Yentriki Sanghatana	02	1
5	Castribes S.T.Employees Union	09	5
Total		200	100%

Table 6.5 shows that out of 200 employees surveyed 54% employees are the members of S.T.Kamgar Sanghatana. Net ranking is the S.T.Employees Union which is having 33% members. 7% employees are the members of M.M.K.Fed., 5% and 1% employees are the members of Castribe S.T.Employees Union and Chalak-Wahak Yantriki Sanghatana.

**TABLE 6.6 : Causes of selecting a particular union.**

Sr. No.	Cause of selecting the particular union	Number of employees	Percentage
1	Working is good	34	17
2	Policies are good	29	14
3	Works for workers	45	22
4	Efficient in solving the problems	14	7
5	Leftist Philosophy	09	5
6	Working is satisfactory	04	2
7	It has majority	14	7
8	Works mainly for B.C.	09	5
9	It has good & able leaders	04	2
10	Attends individual members	01	1
11	My friends joined	05	2
12	Security purpose	07	3
13	Principles are good	04	2
14	Related to ruling party	09	5
15	Strugales for justice	06	3
16	Solves problems amiably	04	2
17	Works for Chalak-Wahak	02	1
Total		200	100%

Table 6.6, shows that 22% workers remarked that they have joined a particular union because it works for workers. 17 and 14% workers expressed that working is good and policies are good respectively. 7, 5, 2, 7, 5, 2, 1, 2, and 3% are of the opinion that their union is efficient in solving problems, union follows Leftist philosophy, working of the union is satisfactory, their union has majority union works mainly for B.C., union has good and able leaders, union attends individual members. My friends joined this union and joined for security purpose respectively. 2 , 5 , 3 , 2 , and 1% express their opinion that principles of their union are good, union is related to ruling party, union struggles for justice, union solves problem amicably and works for Chalak-Wahak respectively.

**TABLE 6.7 : Period of Membership.**

Sr.No.	Period of membership (yrs)	Number of employees	Percentage
1	1 - 5	56	28
2	6 - 10	79	39
3	11 - 15	27	13
4	16 - 20	26	13
5	21 - 25	09	4
6	26 - 30	01	1
7	31 - 35	01	1
8	36 - 40	01	1
Total		200	100%

Table 6.7 shows that 39% workers are the members of the union from 6-10 years whereas 1% each are the members from 26-30 years; 31-35 years and 36-40 years respectively, 28% are the members of the union from 1-5 years. 13% each are from 11-15 years and 16-20 years respectively. 4% workers are the members of the union from last 21-25 years.

**TABLE 6.8 :** Opinions of workers regarding the improvements made in terms and conditions of employment.

Sr.No.	Particulars	No. of employees	Percentage
1	Yes	152	76
2	No	48	24
		<hr/> 200	<hr/> 100%

Table 6.8 shows that 76% employees expressed their opinion positively, whereas 24% employees answered negatively. Their opinion was that, 'Management itself has improved the terms and condition of the employment which is binding by regulations'.

**TABLE 6.9 :** Improvements in terms and conditions of employment made by the union.

Sr.No.	Improvements made	No.of employees
1	Gradation improvement	6
2	Increase in Holidays	17
3	Reduction in workload	47
4	Increase in Salary, D.A. etc.	31
5	Improvement in Schedule	47
6	Others	11



Of the 152 employees who had answered positively regarding the improvements made, 47 employees expressed that their workload is minimised and stabilised by the efforts of trade union. 6 employees said that their gradation procedure is improved, 47 workers said that their schedule of duties is improved, 17 and 31 employees expressed that their holidays (workshop) are increased and their salary is increased respectively. Others have expressed that transfer procedure is modified, they got psychological stability etc. by the efforts of trade union only

**TABLE 6.10 :** Attitude of workers about working of the union.

Sr.No.	Particulars	Number of employees	Percentage
1	Yes	167	84
2	No	33	16
		<hr/> 200	<hr/> 100%

Table 6.10 shows that 84% members are happy with the working of the trade union. Whereas 16% members are not happy with the working of the trade unions.

Table 6.11, shows that out of 33 respondents who are unhappy with the trade union, 26 are not happy with the leadership of the union, 2 are unhappy with the tendency of unnecessary strike, 2 are happy with the tendency of neglecting ordinary members and 3 are unhappy because their problems are not solved efficiently.

**TABLE 6.11 : Short commings of the trade unions.**

Sr.No.	Short commings	No.of employees
1	Leaders are not good	26
2	Un-necessary strike	2
3	Ordinary members are neglected	2
4	Problems are not solved efficiently	3

**TABLE 6.12 : Opinions of workers regarding the intra-union rivalry.**

Sr.No.	Particulars	No. of respondents	Percentage
1	Yes	79	40
2	No	121	60
		<hr/> 200	<hr/> 100%

Of the 200 employees surveyed 60% employees were of the opinion that there is no intra-union rivalry in Kolhapur Division. 40% employees expressed that there is intra-union rivalry, in Kolhapur Division.

**TABLE 6.13 : Opinions of the employees about the personal effects of the rivalry.**

Sr.No.	Particulars	No. of employees
1	Yes	14
2	No	65
		<hr/> 79

Out of 79 respondent, responded positively, 65 respondent said that they are not put to trouble due to intra-union rivalry.

14 respondent said that they are put to trouble due to such rivalry.

**TABLE 6.14 : Consequences of rivalry.**

Sr.No.	Consequences	No. of employees
1	L.W.Pay (economic loss)	5
2	Psychological disturbance	2
3	Pressure tacties	3
4	Disturbance in day to day work	2
5	Transfer	1
6	Prejudiceal attitude of other cadars	1

Out of 14 employees who expressed that they are put to trouble due to intra union rivalry, 5 employees said that they have to suffer economically in the form of L.W.Pay, 2 employees said that they remain psychologically disturbed, 3 said that, they suffer from pressure tactics adopted by other members, 2 said that their routine work is disturbed, one respondent said that there is a possibility of inconvenient transfer and other said that attitude of other union leaders become prejudicial.

**TABLE 6.15 :** Opinions of the employees about the protection during strike.

Sr.No.	Particulars	No. of employees	Percentage
1	Yes	164	82
2	No	18	9
3	No Strike	18	9
		<hr/> 200	<hr/> 100%

Table 6.15 shows that, 82% employees are of the opinion that they are well protected during the period of strike. 9% employees responded negatively. 9% employees said that their union has not given a call for strike till now.

**TABLE 6.16 : Manner of protection.**

Sr.No.	Manner of protection	No.of employees
1	Judicial procedure	130
2	Financial assistance	3
3	Approach to management	7
4	Opposes to victimization	24
		<hr/> 164

Table 6.16 shows that out of 164 employees who responded positively, 130 employees expressed that they are protected by the unions through internal and external judicial procedure. 3 employees said that they are given financial assistance during the period of strike. 7 employees said that if any action is taken by management union approach to them and insist to take back the action. 24 employees said that union opposes victimization and thereby gives service security.

**TABLE 6.17 : Opinions about the presence of outside Leadership.**

Sr.No.	Particulars	No. of employees	Percentage
1	Yes	39	20
2	No	161	80
		<hr/> 200	<hr/> 100

Out of 200 respondents, 80% have expressed that their union does not have outside leadership. 20% employees have expressed that their union has outside leadership.

**TABLE 6.18 : Attitude of employees towards outside Leaders.**

Sr.No.	Particulars	Number of employees
1	Yes	34
2	No	05
		<hr/> 39

Table 6.18 indicates that out of 39 employees, who expressed that their union has outside Leadership, 34 were satisfied with them. Only 5 workers were not satisfied with outsider's.

**TABLE 6.19 : Suggestions of workers who are not satisfied with outside Leaders.**

Sr.No.	Suggestions	No. of employees
1	Leaders should be from among the workers	3
2	Leader should be impartial	1
3	Leader should frequently contact the members	1

Table 6.19 indicates the suggestions from the workers who are not satisfied with outside leaders - 3 employees suggested that leader should be from among the workers. One said that Leader should be impartial, another employee said that Leader should frequently contact the members.

Attitude towards election procedure :

Out of 200 employees 86% employees are happy with the election procedure of the union Leaders followed by their unions. Whereas 14% employees are not happy with the election procedure adopted by the unions for electing the union leaders.

Dis-satisfaction about election procedure :

Out of 29 employees, who are not happy with the election procedure, 27 employees said that Leaders are not elected by secret ballot. Whereas, only 2 of them said that, election programme is not informed, well in advance to them.

Type of Leadership :

99% workers are of the opinion that their union Leaders are democratic. Only 1% employees said that their Leader are dictators. But this response is out of personal jealousy.

Ability of the Leaders :

94% employees expressed that their union has good and able Leaders. Whereas, 6% employees said that their union does not have good and able Leaders.

**TABLE 6.20 : Welfare facilities provided by M.S.R.T.C.**

Sr.No.	Particulars	No. of employees
1	Free pass	148
2	Rest-room	78
3	Sports	103
4	Medical	63
5	Library	36
6	Rest-houses	14
7	Educational facilities	17
8	Uniforms	18
9	Others	05
10	No.	22

Table 6.20 shows that majority employees said that they are given free-pass, rest-room, sports facilities, medical facilities, library etc.

Some employees (22) said that they are not provided welfare facilities by M.S.R.T.C. but the researchers observation is that, they are not aware about the welfare facilities provided to them.



Welfare facilities and efforts of trade unions :

More than 75% employees are of the opinion that the welfare facilities provided to them is the outcome of the efforts of the trade union. Whereas more than 24% employees are of the opinion that welfare facilities are provided by M.S.R.T.C. and it is not the outcome of the efforts of the trade union.

Acceptance of the suggestions of the members :

93% employees said that their suggestions are accepted by the unions, whereas, 7% employees said that their suggestions are not accepted by the union.

TABLE 6.21 : Effects of membership of union on day-to-day working.

Sr.No.	Particulars	Number of employees	Percentage
1	Working with confidence	159	79
2	Working is adversely affected	1	1
3	Working with less fear	21	10
4	Less management harassment	11	6
5	Working with peace of mind	8	4
		<hr/> 200	<hr/> 100%

Out of the 200 employees, 79% said that union membership results in working with confidence. 1% employees said that their working is adversely affected due to the union membership. 10 , 6 , and 4% employees expressed that they work with less fear, they experience less management harasshment and they work with peace of mind respectively.

ANALYSIS AND INTERPRETATION OF THE  
QUESTIONNAIRE FOR UNION LEADERS

This part of the chapter deals with analysis and interpretation of the data which is collected with the help of questionnaire, personal interviews and discussions with union leaders. The inferences have been drawn by classifying and tabulating the data which runs as follows -

TABLE 6.22 : Number of calls given for action.

Sr.No.	No. of calls given	No. of respondents
1	2	2
2	3	9
3	4	4
4	None of these	5
		20

Table 6.22 shows the number of calls for action given in 1987. 9 respondents said that our union has given a call for action 3 times, 2 have expressed that their union has given a call for action 2 times, 4 respondents said, 4 times whereas 5 respondents said they have not given a call for action 2, 3 or 4 times but they have given a call once in a year. Some of them said they have never given call for action. Some of them said they take shelter of consultation with management instead of giving a call for action.

**TABLE 6.23 : Causes for call for action.**

Sr.No.	Causes	No. of respondents
1	Pay revision	-
2	Betterment of working conditions	15
3	For welfare facilities	1
4	None of these	2
		<hr/> 18

Table 6.23 shows that, 15 respondents expressed that they have given a call for action for the betterment of working conditions. One respondent said that our union has given a call for welfare facilities. 2 respondents said that their union has given

a call to oppose the partial treatment given by D.T.O. to their members.

Support from the members :

When call for action is given by union, generally it is supported by all members. Of 20 respondents, those who have given a call for action (i.e. 18) all have said that their actions are supported by all union members.

Number of recognised unions :

Out of 20 respondents 100% have said that their unions are recognised by the management.

Acceptance of reasonable demands :

13 respondents said that though their demands are reasonable, management does not accept it, whereas, 7 respondents said that, if demands are reasonable, management accepts without much hesitation.

TABLE 6.24 : Actions taken by the unions.

Sr.No.	Action taken	No. of respondents
1	Work to rule	9
2	Go-slow tactics	0
3	Sit-down strike	2
4	None of these	2
		<hr/> 13

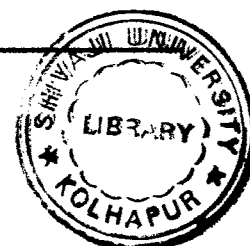


Table 6.24 shows that out of 13 respondents who responded negatively, 9 has said that they use 'work to rule' weapon to force the management to accept the demands, 2 said that they use the weapon of 'sit-down strike' and 2 respondents said that they don't use such weapons for the same.

Assistance given during strike :

13 respondents said that their union provide financial assistance to the members during the period of strike, whereas 7 respondents said that their union has not such provision.

Role played by unions in getting welfare facilities by M.S.R.T.C. :

16 union leaders responded that our union convince the management for providing welfare facilities to workers. Present welfare facilities is the result of the efforts from the trade unions. 4 respondents said that they use pressure tactics for getting the welfare facilities from M.S.R.T.C.

Welfare facilities by unions :

14 union leaders said that their unions provide welfare facilities to worker members. Whereas, 6 respondents answered negatively.

Out of 14 respondents, answered positively, 6 said, they provide medical assistance to the worker members, whereas, 8 said that their union provides Rs.500/- financial assistance to the family members of the dead worker.

Solving individual problems of the workers :

All 100% union leaders said that their union solves the problems of the workers on individual ground. They also said, there are thousands of instances of such help.

Regarding betterment of working condition :

17 respondents expressed that their union has been always convincing the management for the betterment of working conditions. They also said that present better conditions is the outcome of their unions effort.

Whereas 3, respondents said that they use pressure tactics for improving the working conditions of the workers.

Procedure of wage determination :

All 100% union leaders expressed that wages and salaries of the employees are determined by the management and union representatives, jointly.

TABLE 6.25 : Role of unions in wage determination

Sr.No.	Role	No. of respondents
1	Controls the wage determination process	8
2	Improves marginal productivity	3
3	Active participation in collective bargaining	7
4	None of these	2
		<hr/> 20

Table 6.25 shows that 8 respondents said that their union controls the wage determination procedure, 2 said that their union is in minority and don't have an influence on wage determination. 7 and 3 respondents said that their union actively participates in collective bargaining and improves marginal productivity of workers respectively.

Co-operation in policy implementation :

Out of 20 respondents 12 said that their union convince workers for implementing the new programmes and policies. Whereas, 8 said that only after removing the doubts of thw workers their union helps in implementing new policies and programmes.

TABLE 6.26 : Measures undertaken by unions for increasing the income of M.S.R.T.C.

Sr.No.	Measures undertaken	No. of respondents
1	Workers motivation	3
2	Use of new techniques	3
3	Better relations	2
4	None of these	12
		<hr/> 20

Out of 20 respondents 3 expressed that their union motivates the workers to work more. Same number of respondents said that they,

always appreciate the new techniques in the transport service. 2 respondents said that their union believes in maintaining better relations whereas, 12 respondents opted none of these. They said, we have been suggesting the management to control the clandestine operations. Some of them answered that present road tax (per rupee 17.5 paise) should be abolished and we are trying to do the same.

Convincing the management towards problems :

100% respondents said that by explaining the seriousness of the problem our unions convince the management towards our problems.

Regarding the attitude of management towards union :

16 leaders said that the management is always co-operative with their unions; 2 responded that attitude of management towards their union is discouraging, 2 opted for none of these. According to them attitude of management towards their union depends upon a situation.

TABLE 6.27 : Measures undertaken for maintaining internal discipline.

Sr.No.	Measures undertaken	No.of respondents
1	Code of discipline	3
2	Members orientation	10
3	Arranging annual session	7
4	None of these	-
		<u>20</u>



Table 6.27 shows that 10 respondents said that in order to maintain discipline among the members their union arranges for member orientation programmes, 3 respondents said that their union has code of discipline, whereas; 7 respondents said that, their union arranges annual session for maintaining discipline among the members.

### ANALYSIS AND INTERPRETATION OF THE QUESTIONNAIRE FOR MANAGEMENT

This is the third and last part of analysis and interpretation. It deals with analysis and interpretation of the data collected with the help of questionnaire, personal interviews and discussions with management. 13 managerial personnel's were contacted for this purpose. The classification and tabulation is as follows.

#### Regarding trade unions :

All 13, respondents said that 5 unions are working in Kolhapur Division; namely i) Maharashtra State Transport Kamgar Sanghatana ii) State Transport Employees Union (INTUC) iii) Maharashtra Motor Kamgar Federation iv) Maharashtra Rajya Pariwahan Castribe Karmachari Sanghatana and v) Chalak-Wahak, Yantriki Sanghatana. All of them are recognised by M.S.R.T.C.

Regarding intra-union rivalry :

7 respondents said that there is no intra-union rivalry among the different unions working in Kolhapur Division; whereas 6 said there is an intra-union rivalry.

Effects of intra-union rivalry :

Out of 6 who said that there is intra-union rivalry. 4 respondents said that such rivalry causes to disturbance in daily routine and 2 respondents said that union rivalry does not affect their working.

Regarding labour problems :

Out of 13 managers, 9 said that there are labour problems at present, whereas 4 said that at present they are not facing any labour problems at their level.

TABLE 6.28 : Labour problems.

Sr.No.	Problems	No. of respondent
1	Welfare facilities	6
2	Duty problem	7
3	Transfer	2
4	Others	7
		<u>22</u>

Table 6.28 shows that 6 respondents expressed that they have to face the problems regarding labour welfare facilities. 7 respondents said that they have to face the problems regarding the allocation of duties. 2 respondents said that they have to face transfer problem. Other 7 respondent said that they have to face the labour problems regarding annual increment, temporary promotion, time scale, pitferage, rest rooms, intra-union rivalry.

Two or three answers are given by each respondent to this question.

**TABLE 6.29 : Usual demands of the trade unions.**

Sr.No.	Demands	No. of respondents
1	Minimum workload	7
2	More welfare facilities	6
3	Others	4
4	No demand	3

7 respondents said that usual demand of the trade union is minimum workload, 6 respondents said that usually they demand more welfare facilities. Other 4 respondents expressed that usual demands of the trade unions are convenient transfer, promotion, prompt supply of uniforms, spare parts and to release the employee. 3 respondents said that usually there is no demand of trade unions at their level.

In this question also two or three answers are given by the respondents.

**TABLE 6.30 :** Attitude of management regarding the justifiability of demands.

Sr.No.	Particulars	No.of respondents
1	Yes	4
2	No	3
3	Neutral	6
		<u>13</u>

Table 6.30 shows that 4 respondents said that their demands are justifiable; 3 respondents said that their demands are not justifiable, whereas 6 respondents said that justifiability of demand depends upon the situation.

**TABLE 6.31 :** Attitude/opinions about the union leadership.

Sr.No.	Particulars	No. of respondents
1	Yes	7
2	No	4
3	Neutral	2
		<u>13</u>

Table 6.31 shows that out of 13 respondents 7 has answered that they are happy with the leadership of the trade unions. 4 has answered that they are not happy with the leadership of the trade unions. 2 respondents remained neutral and said that they are not totally happy or totally unhappy with the union leaders.

Causes for unhappiness :

All respondents who have answered negatively said that they are not happy with union leaders because they are ignorant of the practical difficulties of the management.

TABLE 6.32 : Opinions about the influence of external force.

Sr.No.	Particulars	No.of respondents
1	Yes	2
2	No	10
3	Neutral	1
		<u>13</u>

Table 6.32 shows that 10 respondents expressed that there is no any influence of external force in trade unions. 2 responded positively whereas, 1 respondent remained neutral.

The 2 respondents who have responded positively said that local political leaders frequently interfere the trade union activities.

**Contribution of the trade unions in smooth working :**

Out of 13, 12 respondents said that trade unions contribute positively in the working of M.S.R.T.C. They co-operate the working of M.S.R.T.C. They co-operate the management at various levels, solves the problem of workers, help in finalising the defaults, provide a channel to convey the ideas and programmes of management.

Only one respondent said that due to intra-union rivalry trade unions do not contribute positively in the working of M.S. R.T.C.

**Usefulness of trade unions :**

100% respondents said that trade unions are useful to both workers and M.S.R.T.C. They are useful to safe guard the interest of the workers on one hand and provide link between workers and management on the other.

**TABLE 6.33 : Opinions about one union in M.S.R.T.C.**

Sr.No.	Particulars	No. of respondents
1	Yes	4
2	No	8
3	Neutral	1
		<u>13</u>

Table 6.33 shows that 8 respondents were of the opinion that there should not be one union in M.S.R.T.C. 4 respondents were of the positive opinion. According to them in order to avoid many complications with workers and management, to save time, money and energy of both labour and management, to avoid the effects of internal rivalry one union is necessary, workers will be more benefitted than the present. One respondent remained neutral.

**TABLE 6.34 : Measures to improve union management relations.**

Sr.No.	Suggestions	No. of respondent
1	There should be one union	2
2	Mutual understanding	4
3	Conducting joint meetings frequently at various levels	4
4	Neutral	3
		<hr/> 13

Table 6.34 shows the suggestions for improving union-management relations. 2 respondents said that there should be one union, 4 respondents said that mutual understanding about various problems should be there, equal number of respondents

suggested that joint meetings consisting the representatives of both unions and management should be conducted frequently, 3 respondents' remained neutral. According to them at present union-management relations are already better.