CHAPTER - I

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Development is a world-wide phenomenon. It has a number of manifestations such as social, economic, scientific, technological, cultural and political. Its meaning, nature and growth are subject of intense study and research.

Development studies are inter-disciplinary and multi-disciplinary investigations of development in the developing societies. Such studies generally accept the view that development is a multi-dimensional phenomenon in which economic, political, demographic, social, technological and cultural factors—all interact.¹

The general process of change from a pre-industrial society to an industrial society is normally associated with changes which are often termed as the process of political development or modernization. But there is no universal agreement on the nature and course of development.

Development is not to be regarded as a blind following of the developed societies by the new and developing societies. Rather it is a unique experience in the case of each of the societies. However, some common features and trends make it possible to deduce a pattern.

of development in some of the societies at some point of time.

But the fact remains that suggesting a uniform course of development in all the developing societies suffers from the twin maladies like hasty generalisation and oversimplification of realities.

Some specific issues concerning development are as follows:

i) developmental change in relation to institutions of government and the political system;

ii) levels of political participation;

iii) the role of elites and the styles of leadership in the developing societies; and

iv) the relationship between ideology and development.

Among all these issues, the issue relating to the role of elites and the styles of leadership in the developing societies calls for greater attention. Because it is concerned with the vital human resource component of development. Again, leadership is also very intimately linked to the concept of authority. So, these two concepts need to be studied simultaneously with a view to getting a clear picture of the situation in any developing society.

Approaches to the study of leadership and authority pattern in developing societies in the context of tradeunionism:

In the physical sciences like Physics, Chemistry and Biology, change is associated with discovery and with
the improving state of knowledge. There, in most cases, the matter being studied does not change. But in the case of social sciences, there is change both in the state of knowledge as well as in what is being studied.²

While studying the developing societies, it is worth mentioning that the period from the Seventeenth Century to the Nineteenth Century in Europe has been described as the age of ideology, because it saw an extraordinary outpouring of the theories about the nature of man in relation to the society. Thus the theories of industrialization, modernization and development emerged.

It was also a period of political, economic and social revolution. During this era, the traditional social order of medieval Europe gave way to a modern industrial society. People became increasingly conscious of the variety of alternative paths open to them in their personal life, in their religious belief, in their philosophical and political viewpoints, and in the restructuring of society.

The phenomena of modernization and development then affected the states in Asia, Africa, the Middle East and Latin America. It happened due to a number of factors including those of international trade and traffic, colonization and cross-cultural contacts among the states.

Paul E. Sigmund writes that the leaders of the group of nations variously described as 'new', 'uncommitted', 'emerging' or 'developing' share many political, economic and social ideas as to the type of society they are building. However, regional variations, individual peculiarities and specific problems are not to be neglected in the case of these developing societies.

A long-run economic-demographic simulation model that focuses on the impact of human resources on economic growth and development in the developing societies has been constructed by David Wheeler.

Wheeler has developed a model for testing several issues of development. He opines that many states of Latin America, East Asia and South East Asia have followed the human resource path of development and have achieved tremendous success. It involves planning, identification and utilization of the available manpower in each society concerned. David Wheeler concludes that if the poverty-stricken African and South Asian societies follow the same path, their predicted future is promising.

So far as the approaches to the study of India as a leading developing society are concerned, it may be

mentioned that the process of development in India is dependent on the definition of the relative importance of the different dimensions of human existence such as social, religious, cultural, economic and political.

Secondly, the rural Indian social system based on agriculture has been the focus of many studies. This approach compares and contrasts the traditional society and the modern lifestyle.

Thirdly, the traditional structures of leadership pattern and authority positions in India are the constant subjects of many studies. This approach emphasises the dominance of political forces and political elites in all walks of social life in India.

And, finally, many writers approach the Indian society from the angle of power relationships in the society. Because power is a fundamental support of the social order.

The Indian development scenario may be studied with the help of its achievements and failures in its endeavours. It may be done with specific reference to its leadership and authority pattern. As M.G. Devasahayam aptly puts: "In the Fifties we had leaders, in the Sixties when we were bit more developed we had our spokesmen, and now we had only brokers". Again at a more serious level,

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6. M.G. Devasahayam on "Leadership" in Dr.BS KS Chopra (edt.), Select Readings in Leadership Challenges in India; Pune, The Times Research Foundation, 1985, p.213.
the inter-relationship between leadership and authority may be studied.

In a leadership relation, the person is basic; whereas in an authority relation, the person is merely a symbol. More specifically, the role of leader comes to be institutionalized in statuses to which authority is now attached in accordance with standardized norms. This situation calls for further study and analysis.

Review of Literature

Some of the major concerns of our present study include development, leadership and authority pattern in the context of trade unionism and human resource development in the developing societies in general and that of India in particular. While making a survey, we have come across some valuable work and studies made in these fields. Some of them are presented below.

So far as the concept of development is concerned, Rajendra Pandey in his study Sociology of Development has made an attempt at discussing the problem from many possible angles. He writes: "Some changes - their patterns, sources and consequences - are more important than others, which may be adduced and amassed from a rapid survey of the historical contexts". 7

Michael P. Todaro in his *Economic Development in the Third World* has dealt with various aspects of development and under-development in many parts of the world. As Todaro writes: "Development must, therefore, be considered as a multidimensional process involving major changes". 8

S.K. Mishra and V.K. Puri in their book *Development and Planning: Theory and Practice* discuss about the differences prevalent among the developing societies. They are of the opinion that "There are some major components of the structural diversity of the developing nations." 9

Frederick H. Harbison in his work *Human Resources as the Wealth of Nations* analyses various implications and application of human resources approach to development. He writes: "The human resources approach to national development is people-oriented". 10

Mahbub-ul-Haq in his book *The Poverty Curtain - Choices for the Third World* discusses about the conditions prevailing in the developing societies and points out

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"Seven Sins of Development Planners" out of which neglect of human resources is one.

Leadership and Political Institutions in India edited by Richard L. Park and Irene Tinker is an early important work on the Indian polity. A particular reference may be made to the article "Trade Unions and the State" by Morris David Morris in the book.

Amal Kumar Mukhopadhyay in his book Society and Politics in Contemporary India has dealt with the authority pattern in Indian society. He maintains that "... Political authority, howsoever centralised, if erected on an inadequate social foundation, must eventually head towards a serious crisis."  

K.N. Vaid's Growth and Practice of Trade Unionism is an area study concerning the leaders of some of the prominent Delhi Trade Unions. It studies the trade union scenario in India's capital city and suggests valuable insights.


14. K.N. Vaid, Growth & Practice of Trade Unionism (An Area Study) : Delhi, University of Delhi, 1962.
Harold Crouch's *Trade Unions and Politics in India* presents an over-all picture of the situation in some of the developing societies. It also outlines the role of the major trade union organisations in India. It states that "The political role of the trade unions depends very much on the local environment."  

V.V. Giri in his book *Labour Problems in Indian Industry* has made a comparative study of the labour movements in different political systems. He deals with the aspects like "labour movement and social philosophy, trade union objectives and modes of trade unionism".  

S.D. Punekar and S. Madhuri in their pioneering work *Trade Union Leadership in India - A Survey* have presented their findings after interviewing trade union leaders of Bombay. This study was conducted under the auspices of Tata Institute of Social Sciences, Bombay and was sponsored by the International Institute for Labour Studies, Geneva. It is regarded as one of the earliest systematic studies of trade union leadership in India.  

V.B. Karnik in his work *Indian Labour - Problems and Prospects* has analysed the position of workers vis-a'-vis the trade unions in India. He is of the opinion that "...

Trade unions will have to develop a larger and larger political consciousness so that they become a part of the general national stream".\(^{19}\)

Ishwar Dayal and Baldev R. Sharma in their book *Management of Trade Unions* have discussed the role of trade union leaders. According to them, "The achievement of the purpose of a union largely depends on its leader's ability .... to establish strong links with regional and national leadership or with the political party, as the case may be".\(^{20}\)

Sukomal Sen in his *Working Class of India - History of Emergence and Movement (1830-1970)* has given a vivid description of the labour scene in India. He is of the opinion that "The Working Class of India is standing today at a crucial juncture of Indian history and great historic responsibility confronts this revolutionary class."\(^{21}\)

Jaspal Singh's book *India's Trade Union Leaders*\(^{22}\) is based on personal interviews of trade union leaders of Punjab state. The results show that trade unionism in the

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area under study is a post-World War I phenomenon. Many leaders have no work experience in the lines where they lead trade unions. Unions have evolved symbiotic relationship with political parties. In addition to ideology, their own pragmatic ends divide trade union leaders. Finally, it says that trade union leaders act as agents of social change.

Pramod Verma and Surya Mookherjee in their study entitled *Trade Unions in India - Concepts, Cases and Case Laws* provide an overview of trade unionism in India. The book highlights the dilemmas facing the trade unions and depicts the situations which they face. Verma and Mookherjee opine that "The history of trade unionism in India is interspersed with many economic and political events which moulded its growth pattern and contributed to its present strengths and weaknesses .... It may be necessary to recall major events - formation of unions, political developments, economic situations to understand the growth pattern of unionism". 23

Ramesh Prasad Sinha, in his book *Social Dimensions of Trade Unionism in India* claims to have made a behavioural and social study of trade unionism, leadership and decision-making process within trade unions. Sinha writes that "The ordinary union members have no interest and attraction in

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taking over to full time leadership. They would wish to become part-time leaders if the same comes easily in their way .... Perhaps full-time union leadership has yet to gain mass appeal so as to be viewed positively by the society at large".24

Santosh Sood's study, *Trade Union Leadership in India*,25 discusses the labour scene in Punjab. The major areas of concern in this study include motivation, perceptions and attitude of trade union leaders and the ways in which they interest with other elements of the society.

M. Madhusudan Rao's book *Labour Management Relations and Trade Union Leadership (A Behavioural Study of Union Leaders)* is a recent study on the subject. "One major consequence of political leadership on Indian Trade Union", as Rao writes, "is fragmentation of the expression of workers' needs and interests on the basis of the ideology of the leaders".26

Besides the above mentioned books, we have also come across a number of manuscripts of theses submitted by research scholars to Universities which deal with


relevant aspects of our present study. Some of them are listed below:

i) Human Aspects of Work, K. Mani Prasad Patnaik.


Finally, we may mention about a few articles written by scholars in various Books, Magazines and Journals which were found to be relevant in relation to our present study. They are as follows:

i) "State of the World at the Beginning of Third Development Decade", Debesh Bhattacharya.

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ii) "India and the Developing World", R.C. Ummat.

iii) "India's Experience in Planned Economic Development", A.M. Khusro.


vii) "Record Output by Rourkela Plant," S. Ray.

viii) "Strengthening Indian Steel Industry", Navin Chandra Joshi.

ix) "Public Sector - A Different Angle," Prakash Tondon.


36. S. Ray, "Record Output by Rourkela Plant", The Statesman : Calcutta, 1 April, 1986. This article was published in a supplement entitled "50 Years of Orissa".


However, it may be pointed out that no scholar has yet attempted any major research work on the problem of leadership and authority pattern in relation to trade unionism in the context of a developing society.

**Scope of Study**

The present study deals with the problem of leadership and authority pattern in relation to trade unionism in the context of a developing society.

In the macro level, it has dealt with the notions of development, developed society, developing society, and the role of human resources in the process of development in a larger international perspective.

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Then it analyses the situation in the context of Indian Society. It also discusses the agricultural and industrial development of India as a leading developing society. It studies the Indian scenario in the post-Independence era. Next, it makes an analysis of leadership, power, and authority nexus in India vis-a'-vis its developmental process.

At the micro level, the present study deals with the various aspects of trade unionism at the Rourkela Industrial Complex in Orissa. It tries to study the union leadership and authority pattern in Rourkela with a view to ascertaining the problems and prospects of the trade union movement there.

Objectives of Study

The main objective of the present study is to make an indepth study and micro-analysis of the leadership and authority pattern in relation to trade unionism in a developing society like India.

We have tried to focus on the concept of development, the process of development in India, and power, authority and leadership pattern in the context of trade unionism. And at the micro level, the present study deals with trade union leadership, functions, role and leadership-authority nexus at the Rourkela Industrial Complex in the state of Orissa.
Hypotheses

So far as the present endeavour is concerned, we have formulated the following hypotheses to guide us in our study:

i) Trade union leadership is dominated by higher caste male persons.

ii) Highly educated, rich, urban based and political activists generally lead trade unions.

iii) Trade union leadership is mostly composed of persons from outside the working class.

iv) Self-interest is the major factor that motivates individuals to take up trade union leadership.

v) Trade union leaders maintain an effective link with the state and national level authorities.

vi) Trade union leaders are very much successful in their activities.

Method of Study

The present study is based on the empirical method of data collection. The necessary data have been obtained from the following sources, such as, study of relevant literature including books, journals and papers; study of the relevant materials published by the trade unions including minutes of their meetings, manuals and journals; structured interviews of trade
union leaders with the help of questionnaires; open-ended interviews and discussion with the eminent trade union leaders; and, observation of trade union activities and their meetings.

Sample and Coverage

In order to facilitate our micro-study, the trade union leaders of Rourkela have been covered in the present study. Before finalising the specific aspects of study, a preliminary survey of the labour scene was conducted in Rourkela Industrial Complex.

On the basis of this pilot project, the final sampling was made. The present study has covered nine trade unions and fifty-one trade union leaders who are the office-bearers of different unions operating in the Rourkela Industrial Complex of Orissa. Though the questionnaires were circulated among ninety-six union leaders, fifty-one of them actually responded within stipulated time. And these leaders were accepted as samples.

Data Compilation and Analysis

During the course of the present study, the data collected through the empirical method were tabulated, compiled and analysed. Most of the responses could be coded and categorised due to the structured nature of many items in the questionnaire. However, due attention
has also been given to the responses to open-ended questions. In order to facilitate data analysis, we have provided relevant tables, figures and a map. We have calculated the percentage distributions in analysing and interpreting the collected data.