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Conclusion
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CONCLUSION

In the foregoing chapters, we have attempted to study the leadership and authority pattern in developing societies by focusing attention on a study of trade unionism at the micro-level. For this purpose, we have selected the trade union leaders at the Rourkela Industrial Complex because the Rourkela Steel Plant is a major public sector undertaking in India started during the Second Five Plan Period. This has been focussed by keeping the socio-economic and political situation in India in the background.

In this final chapter, we will deal with the problem from two angles: First, we will recapitulate what we have presented in the preceding chapters; and, second, we will present the suggestions given by the sample respondents as well as our concluding observations.

In the introductory chapter, we have dealt with the approaches to the study of leadership and authority pattern in developing societies with special reference to trade unionism; a review of the existing literature; scope of the study; aims and objectives of the study; hypotheses; methodology, sample and coverage; and data collection, compilation and analysis.
In the second Chapter, we have discussed the concept of development and its meaning, nature and models. Also, we have focussed on the human factor in development. We have found that development stands for the transformation of a social system in a planned or desired direction to achieve certain societal goals. The major approaches to the study of development, namely, the Weberian, Marxian, Institutionalist, and Diffusionist have been discussed.

We have also dealt with some of the prevalent models of development, primarily in the context of developing societies. And we have found that 'development-alism' is a universal dictum. We have discussed about the human factor in development and have found that human resources are the energies, skills, talent and knowledge of people which can be utilised for national development just as the natural resources are employed for the purpose. It is all the more important in the case of developing societies for the promotion and utilisation of their vast human resources potential.

In the third chapter, we have tried to discuss the scenario in India with reference to its nature and role as a developing society; its agricultural and industrial development, and, the nature of change that has taken place through these processes. It has been pointed out in this connection that the world has come, in far greater degree than has been realised, to identify development as a whole with the experience of India.
Then we have discussed the problems and prospects of agricultural as well as industrial development in India. We have also dealt with the shortcomings of India's developmental efforts and have tried to analyse some of remedial measures like promotion of harmony between the short term and long term goals of development; and, the way active involvement of all sections of the population in the process of development can be fostered. We have found that one of the largest resource-potentials is the man-power resource, a major component of which is the labour force which has not received recognition due to it, despite its involvement and achievements in our developmental efforts.

In the fourth chapter, we have dealt with the role of leadership in the developing societies as well as power-leadership - authority nexus in India. While discussing about leadership, we have found that it is a relationship between the leader and the group he leads. Leadership is shaped by the personality of the leader and his behaviour; the environment in which he works; and, by the causes for which he fights. Again, in the context of a developing society like India, we have found that the success or failure of programmes relating to planned development at the micro-level depends much upon the co-operation and understanding of numerous local-level leaders. Also, we have discussed the interplay of power, leadership and authority patterns with reference to social, economic and
authority patterns with reference to social, economic and political changes in India. Finally, we have found that the nature of political leadership in India is determined by the changes and developments that take place in the socio-economic system in the country.

Our major concern in Chapter five has been the industrial climate in the post-independence era in India with particular reference to the steel industry in Orissa state and the growth of the Rourkela Industrial Complex. We have dealt, in brief, with the relative positions of the private and public sectors in India and also the social responsibilities of the public sector. Then, we have tried to link the same with the policies and programmes of our national planning. Next, we have presented a broad socio-economic profile of the state of Orissa as a constituent unit of the Indian polity. We have also analysed the factors and forces that have shaped the industrial climate in Orissa. Finally, we have discussed about the origin and growth of the Rourkela Industrial Complex in Orissa which houses the public sector giant - the Rourkela Steel Plant. In this connection, we have also tried to analyse its industrial and work culture.

Our chief concern in the sixth Chapter has been to deal with trade union leadership in Rourkela. In the process we have analysed in depth the socio-economic system, trade union and its growth, approaches to the trade union leadership pattern with specific reference to the socio-
economic profile of the trade union leaders in the Rourkela Industrial Complex as well as the factors which motivated them in leading the trade union organisations. It is found that the trade union has been accepted as a socially legitimised workers' organisation with an aim to promote and protect the economic, social and political interests of the workers. While the early trade unions in India have grown because of the inhuman treatment towards the industrial workers by the Britishers during the pre-independence period, especially during the second half of the nineteenth century, in the post-independence era, the trade unions have displayed a systematic growth because of the democratisation process. Gradually, a greater number of persons have come forward to accept trade union leadership in the country. A probe into the leadership structure of various trade unions in the Rourkela Industrial Complex has established that women members of the trade unions have never got any opportunity to become the leaders. And the higher caste Hindus have captured leadership in most cases. Hence, our hypothesis, "Trade union leadership is dominated by higher caste male persons" is proved to be correct. It is also found that most of the trade union leaders are urban-based, highly educated, political activists and were either from middle or upper middle income groups. So, our hypothesis, "Highly educated, urban-based, rich and political activists generally lead
trade unions" is proved to be mostly correct. Further, it is found that a majority of the trade union leaders were drawn from the 'within category', i.e., workers of the plants in the Rourkela Industrial Complex. As such our hypothesis, "Trade union leadership is mostly composed of persons from outside the working class", is not corroborated by our findings. We have discovered that an urge for workers' welfare, continuous association of the persons with trade union activities, deep acquaintance with the workers' problems because of long stay in the locality, and the impact of urbanisation greatly motivated the leaders for accepting the leadership of trade unions at Rourkela. Thus, the hypothesis, "Self-interest is the major factor that motivates individuals to take up trade union leadership", is not confirmed by our study.

Trade Union leadership, its perception, functions role and authority nexus constitute the main theme of our study in Chapter seven. It has been established, through our study, that most of the trade union leaders perceive trade union as an important agency to demand higher wages and better working conditions for the workers; to carry on negotiations with the management; and, to promote socialisation among the union members regarding the democratic functioning of the union. And effective trade union leadership, according to the sample respondents,
requires sincerity, integrity, and knowledge of workers' psychology. It has been further proved by our study that the trade union leaders are mostly involved in functions like articulation of workers' demands, solution of workers' disputes, and management of the union activities. While performing the aforesaid functions they keep a close link with their local management, although they fail to keep a link with the corporate management at the national level. However, a linkage between the trade union leadership and state government authorities could be reasonably maintained in respect to organisation of trade unions, their registration, and the negotiation and arbitration processes over workers' claims and grievances. Since trade union leaders have no scope of formal and active participation in authority structure for decision-making either at the plant or at the state level, their link at different levels of authority is but partially maintained. Therefore, our hypothesis, "Trade union leaders maintain an effective link with the State and national level authorities" is proved to be partially correct.

A probe into the effectiveness of the leaders, in course of this chapter, proves that while the trade union leaders are very much successful in promoting unity and integrity among the workers, adopting welfare measures for them, settling workers' disputes, and enhancing the workers' wages; they are found to be less successful in obtaining recognition and legitimacy to their trade union organisations. So our hypothesis, "Trade union leaders
are very much successful in their activities", is found to be mostly correct though not fully. In this chapter, we have also made a probe into the problems which the trade union leaders faced in discharging their functions. The study reveals that problems like inter-union conflicts; non cooperation of the managerial authorities with the trade union leaders; paucity of financial resources of trade unions; state government's apathy towards trade union organisations as well as workers' apathy towards union activities have mostly come in the way of successful functioning of the trade union leaders.

II

After making a study on the concept of trade union leadership, leadership background, leadership perception, functions, role, its relationship with authority in a developing society like India, and the problems of leadership, and also examining to what extent our hypotheses have been proved to be valid, we feel it necessary to turn to the various suggestions which were put forth by the respondents in improving the leadership performance in the trade unions.

In order to improve the leadership quality, above eighty percent of our sample respondents suggest that training institutes may be set up to provide technical knowledge and professional expertise about the
trade union management in the light of the Asian Workers' Development Institute working at Rourkela.

About eighty-five percent of the respondents advocate that greater participation of the workers in the trade union leadership structure can be realised through the formation of workers' welfare committees in the trade union organisations. Such units may be composed of workers' representatives from different cadres like the unskilled workers, the skilled workers, supervisors and office-employees etc. which, on one hand, would educate the workers regarding their genuine demands and claims and, on the other, would build up a leadership cadre in the unions.

So far as the leadership-authority relationship is concerned, about eighty-five percent of our sample respondents suggest that the trade union leaders should be represented in the management of the industry. They also suggest for the creation of a 'Forum' for continuous interaction with the authorities at various levels. Though the shape of this 'forum' has not been suggested by them, we feel that a tripartite body consisting of

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1. The Asian Workers' Development Institute (A.W.D.I.) was established in 1980 under the auspices of the Bastia Memorial Trust (B.M.T.) in Rourkela. The B.M.T. in turn is the creation of the Rourkela Mazdoor Sabha, the only recognised trade union of the Rourkela Steel Plant. The Institute is engaged in various courses and research projects relating to trade union operations.
workers' representatives, management of the Rourkela Steel Plant complex and nominees of the Government meeting at regular intervals would be useful in encouraging in the workers a sense of participation and promotion of better industrial relations.

It is further found that about eighty percent of the respondents emphasise the need for formation of an adjudication committee to resolve the inter-union conflicts and intra-union rivalries at the Industrial complex to maintain congenial relationships among various trade unions at Rourkela.

Majority of the respondents also feel that the state government should establish a separate funding agency which would provide financial aid to strengthen the trade union organisations, if not for all purposes, at least for training of young, informative and energetic workers in the leadership roles. They also suggest that the government should take adequate measures towards the implementation of the various accords which are concluded between the trade union leaders and the decision-making bodies of the industry. This would help in promoting harmony between the management and the workers.

It has been already pointed out in the earlier section of this chapter that the link maintained by trade union leaders with state and national level authorities is only partially effective, because they have been so far
kept away from participation in making of decisions vital to the interests of workers. This link needs to be strengthened and made more effective by associating the trade union leaders more actively with policy and decision making at different levels—plant, management, state and national governments. This will, we venture to hope, contribute to the growth of a healthier, more responsible and constructive trade union leadership which in its turn will play a more useful role in the developmental process.