WHAT OUTSIDE TRADE UNIONIST AND SENIOR PROFESSIONALS IN INDUSTRIAL RELATIONS THINK ABOUT:

1. Although the research is of empirical nature, 20 eminent trade unionist and 12 seminar professionals in industrial relations in Pune have been interviewed to get the good deal of information. The discussion with these outsiders was confined to their views, and interactions with the plant level leaders. The information and response given by these outsiders was very encouraging. It highlighted the innumerable aspects of changing profile of the plant level leaders, which has helped in drawing the broad inferences in the research.

2. ABOUT MANAGEMENT LEADERSHIP:

All the trade unionists and Senior professionals in industrial relations interviewed have mentioned that today's management leadership in Pune is young, highly educated and take decisions after consulting consultants or Professionals. Therefore, it is good as well as alarming caution to plant level leaders and trade unions in Pune that they should also develop their analytical ability of problem solving and should adopt practical solutions for the betterment of workers.
It is also opined by these respondents that management leaders should not encash the ignorance of plant level leaders and should not try to buy them, which is harmful in long run. There are no standard solutions for industrial relations problems. Plant level leaders take longer time to show results than outsiders.

3. ABOUT PLANT LEVEL LEADERSHIP

Profile of plant level leaders has historical importance due to industrial relations conflicts at Raja Bahadur Mills, Swastick Rubber Industries, Bajaj Auto Ltd., Dr. Beck & Co., David Brown Ltd., Philips India Ltd., Premier Automobiles Ltd., TELCO etc.

All Senior Professionals in industrial relations viewed that Plant level leadership is well accepted by employees as well as employers in Pune. These leaders have more understanding about their role and have sense of belongingness.

It is therefore suggested by these respondents that plant level leadership, if developed and educated in right direction will be of a great advantage to industrial belt in Pune. For this purpose following suggestions have been given by them.
Plant Level Leaders Should:

1) Work for 3 Ps namely Productivity, Peace and Prosperity.

ii) Be aware of the fact that progress and future of working class depends upon the progress and future of organization.

iii) Not rub workers on genuine and major problems/issues.

iv) Consult senior trade unionist and professionals.

v) Develop their successors.

vi) Remember that they are not serving for cause but serving for human beings in organization and peace is illusion and conflict is reality, therefore cannot claim cent percent success of peace.

vii) Be ready for facing eventualities and contingencies in industrial relations.

viii) Educate workers in industrial discipline and develop a sense of responsibility amongst them.

ix) Be ready to sacrifice leadership positions and give opportunity to successors.

x) Adopt judicial methods for solving industrial relations problems.

xi) Work on some common code of conduct or principles.

xii) Be bold, strong and balanced in dealing with major problems.

Most of the outside trade unionists viewed that the prosperity of today's plant level leadership is cyclical
one. Therefore, it will not be able to maintain it's hold in the next 10 to 15 years due to various limitations. Such as lack of sound knowledge in legal and trade union matters amongst these leaders, fear of losing job and no job security lack of support for future, no social and political obligations etc. It is further expressed that today's plant level leadership in Pune is demand based leadership without any ideology and political base. Even today these leaders are found giving threats of influencing outside trade unions, to create fear in the minds of managements in order to extract maximum gains.

4. ABOUT PROFILE OF PLANT LEVEL LEADERS:

All the respondents felt that the profile of plant level leaders is interdependent on profile of industrial workers.

According to them profile of industrial workers in Pune has considerably changed. There is increasing awareness amongst workers and the awareness amongst workers has kept managements, managers, plant level leaders and trade unions alive. Matter of survival is great concern for workers. Because of reasonably good wage/salary packet and increasing unemployment problem workers feel their survival and organizational survival is very much related. Therefore, they are watchful regarding their
leadership and they neglect selfish attitude of their leaders as long as it is beneficial to them. They accept leadership based on its achievement and contributions for them and therefore no leaders can fulfill them. Due to this trade union leadership in Pune has become "worker centered" and not "Leader Centered" and industrial workers are able to apply breaks on plant level leaders easier than outside leaders or trade unionist.

To lead the industrial worker of above profile, there is a need of very good plant level leadership. The profile of plant level leaders though has changed, needs further sincere efforts in order to project their image. For this purpose these respondents suggested following measures/strategies:

i) Plant level leaders should adopt or accept advanced methods of work.

ii) They should think positively and show great concern for workers and their family members.

iii) They should work very hard and perform better on the job.

iv) Should understand company's business and business relations of the organization.

v) Should develop ability of managing with workers and managements efficiently.
vi) Should be ready to become partners not in profits but also in losses.

vii) Should not only look after bread and butter of workers but also take care of trouble free family life and safety of workers.

viii) Make workers aware about their responsibilities, production, productivity and discipline.

ix) Should try to increase employment opportunity to family members of workers rather than asking for only salary/wages increase.

x) Should take practical decisions, and not egoistic decisions, depending upon circumstances.

5. ABOUT TRAINING AND EDUCATION TO PLANT LEVEL LEADERS:

All respondents were of the opinion that, plant level leaders need to be trained and educated. For this purpose constant efforts are required. Federation Trade Unions, Workers education Centre, Poona Divisional Productivity Council, Govt. Labour Office, Factory Inspector, Maharatta Chamber of Commerce and Industries, Rotary Club, Confederation of Engineering Institute etc. could take initiative. They further mentioned that plant level leaders need to be developed in the major area of their
role and responsibilities such as how to negotiate, what to demand, technical developments in jobs, grievance handling methods, total quality techniques, time/standard, quality circles, labour laws, trade union matters etc.

It was also felt necessary by these respondents that there is need of free forum of trade union leaders to discuss industrywise problems, national policy for workers, central and state labour laws, welfare schemes etc. Over and above this it is also essential that they themselves put continuous efforts for their own development by reading, sharing informations with others, interactions with different groups, developing their own library etc. There is also a need of newspapers and journals in local language for workers and leaders development. Plant level leaders need to develop demonstrative ability and capacity of bargaining power.

It is hoped that the above efforts will make plant level leaders strong and mature in solving problems on their own. They will not depend on others and can remain aloof from outsiders. Therefore efforts from management and federation trade unions are required.
6. ABOUT RELATIONSHIP BETWEEN PLANT LEVEL LEADERS, WORKERS AND
MANAGEMENT:

All the respondents viewed that plant level leaders, workers and
management should work like a joint family. It is further
mentioned that leadership is devotion, success of organization
depends upon peaceful industrial relations, peaceful industrial
relations depend upon relationships between plant leaders,
management and workers.

This may be due to the reasons that today attitude and philosophy
of management has changed and they accept trade unions as
reality. Therefore for building healthy relations, plant level
leaders should also show constructive attitude. This will help
in strengthening the mutual confidence and credibility of
leaders. It will also help in changing the social values of
working class at large.

7. ABOUT CONSULTANCY NEED OF PLANT LEADERS:

All the respondents expressed that plant leaders in Pune are not
yet fully developed in respect of knowledge in labour laws, trade
union matters, negotiation techniques etc. and therefore, they
require guidance from senior trade unionist and consultants or
professionals or experts in this field.
A proper guidance from management, trade unionists, and consultants will help them in resolving their major problems and will also help in developing better relationship with management and workers.

8. ABOUT PERSONALITY INFLUENCED TRADE UNIONS:

Most of the respondents viewed that there is no scope for personality influenced trade unions in Pune. The profile of industrial workers in Pune has changed considerably and they accept leadership of their choice. Leadership working on democratic ways and methods suits more, they accept the same. They don't accept personality influenced or monopoly type leadership. It is expressed that even if it is accepted due to certain circumstances, the past experiences show that the same was not continued for a long time. It was accepted only for a temporary period.

9. ABOUT INTERNAL AND EXTERNAL TRADE UNIONS:

All the respondents mentioned that trade union should be as per workers' choice and not as per employers' choice.

Today internal trade unions are widely accepted by workers and employers in Pune due to closeness of internal leaders with workers and employers. Secondly there are no effective outside trade unions in Pune.
It is also expressed that, although Pune is the 2nd largest industrial city of Maharashtra, there is no national level labour leader with great image in Pune.

According to these respondents outside trade unionists in Pune are opportunistic and behave like auctioneers. They do not have working principles or work philosophy. They lead industrial workers like business or trading activity. They are not interested in developing and educating workers and plant level leadership due to fear of losing their hold. They try to postpone workers agreements so as to extract maximum benefits. They blow issues out of non-blowing issues. Due to this type of attitude reasonability in industrial relations has become casualty, extraction has become culture and coercive bargaining has become pattern. Therefore, outside trade unions are slowly getting erased in the industrial belt of Pune.

These respondents alleged that some of the outside trade unions and some of the employers who encouraged such trade unions are responsible for the present; declining state of affairs of trade union movement in Pune.

It is expressed that industrial workers in Pune are controlling the trade union leadership. No matter whether it is plant level leadership or outside leadership, if it is not performing well or showing results as per their expectations, workers throw them out.
10. **ISSUE OF UNORGANIZED WORKERS**:

Most of the respondents indicated that the increasing disparity between organized workers and unorganized workers in the industrial belt of Pune is a great concern for them. Therefore, plant level leaders of organized sector should think about this issue and try to reduce the vast disparity. Otherwise workers of unorganized sector will not keep quite for a long time and will start agitations against organized workers.

11. **ABOUT PRESENT GOVT. MACHINERY AND LABOUR LAWS**:

All the respondents alleged that the present labour laws and Govt. machineries dealing with labour matters are insufficient to meet the requirements of trade union and industrial workers.

It is viewed that matters referred to labour court or industrial courts are not decided in time, it takes a lot of time to get justice. It is further mentioned that Govt. machineries dealing with labour problems have no close rapport with workers and leaders. Therefore, it has been expressed by trade unionists that plant level leaders and trade unions should raise their voice unanimously against these machineries.
The different views regarding future of labour leadership and trade union movement in Pune as expressed by the trade unionists and Senior professionals in industrial relations are as follows.

a) Changing profile of industrial workers is going to bring significant changes in labour leadership and trade union movement, in Pune.

b) The nature of changes in leadership as envisaged by these respondents wants serious consideration. According to them profile of new generation industrial workers as explained in point No. 4 is bound to change the profile of plant level leadership and trade unions as well.

c) Pune is cultural city and therefore, there is limited scope for 'militancy' or 'hitlarship' type labour leadership.

d) "Dr. Datta Samant" or "Rajan Nair" are suddenly prospering tendencies in labour leadership. However, they have not succeeded in establishing their roots in Pune. They found prospering suddenly but erasing very quickly.

e) Industrial workers in Pune have experienced different types of leadership and are well versed with the advantages and disadvantages of such leadership. Therefore, they are selecting leadership of their choice.
f) If industrial workers of future generation do not find competent leadership, they will prefer solving their problems on their own and there will be no unions in the industrial belt of Pune.

g) Plant level leaders are the working partners of organization and workers participation in management will only bring the prosperity to both i.e. organization and workers and strength to their power.

Therefore they should see the future gains of workers such as pension, medical, insurance, children employment etc. and not only present gains.

h) They should train their successors for future.

i) There is also a need of central organization of trade unions in Pune. which will be useful for internal trade unions, plant level trade unions, workers and small trade unions to get proper advice and assistance. Recent efforts by trade unionists in formation of "Trade Union Council" in Pune is the right step towards this, however, the said council is not seen functioning as per requirements. It has been started by certain outside trade unions with their vested interest only.

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