A Study of Trade Unions in Selected Large and Medium Industries in Visakhapatnam District (A.P.)
CHAPTER XI

EVALUATION – FINDINGS AND SUGGESTIONS

It is said that the unions are the outcome of an association or a group of two or more persons since a single individual cannot do the desired work without the strength of others. Further, the outcome of the union would be greater than the sum of the contributions of all the Individuals of the union. This is called synergy effect. Thus, the union enhances the economic outcome in addition to meeting the social and psychological needs of the members. The unity in diversified areas of work also improves the human society, as that leads to develop the economy of human society. 'Trade Unions' took place consequent upon the industrial revolution, as the capitalists exploited the labor class without playing, at least, for their livelihood. So, the working class formed themselves into groups to achieve their aims as the capitalists neglected the individual employees, who were helpless to stand before the management to bargain individually for their terms of contract. In a developing economy, a systematic growth of trade unions is more important. To make clear about this potentiality the country has to examine the existing human institutions so as to discover their impact upon the economic growth of the community, which in turn requires a thorough understanding of the institutions in regard to their origin, functions and policies.
TRADE UNIONS - APPROACHES, ORIGIN AND GROWTH IN INDIA

Trade union is a complex institution with many facets—economic, social, political and psychological. Further, the unions have an important feature of adaptability according to the changes in the environment.

Trade unions are formed with a view to: (I) safeguarding and improving working conditions of their members; (II) maintaining advance and protecting the economic and vocational interests of their members and more generally to raising their status in the society, (III) enabling them to overcome managerial monopoly; and (iv) to strengthening their bargaining power with employers. Thus, they are formed with a view to protect the interest of its members. Trade unions are formed and developed along with institution and growth of the industry in the country.

By the year 1924, there were 167 trade unions in India. Out of these, 148 trade unions came up in Bombay, Bengal and Madras. During 1924-47, the number of registered trade unions rose very sharply. The growth
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of trade unions in India in terms of number of unions registered, number of unions
which submit reports and total membership during 1927-28 to 1947-48 was 2,766,
1,620 and 16,63,000 respectively. The growth rate of membership during 1924-7 was
15 per cent per annum. This growth of membership of trade unions could be faci-
litated because of (a) passing of the Trade Union Act, 1926, (b) setting up of the
popular Governments in 1936 under the British India Act, 1935 and (c) the outbreak of
World War II in 1939 which intensified the economic activity.

The number of the trade unions established after independence during 1947-48
to 1966 increased from 2,766 to 14,370. The number of unions which submit reports
rose from 1,620 to 7,086 during the period 1947-48 to 1966. The membership of unions
submitting returns had increased from 16,63,000 to 43,69,000 during the period 1947-
48 to 1966. The average membership of the unions which submit annual returns
increased from 1,027 to 1,061 per union during the period 1947-48 to 1948-49. But, the
average membership per union of the unions which submit returns gradually
dwindled during the period 1948-49 to 1966 except during 1957-58, 1958-59, 1963-64,
1964-65 and in 1966. It is due to formation of new central organizations and increase of
number of unions.
The number of unions registered increased from 14,686 in 1966 to 45,067 in 1985. The number of unions submitting reports rose from 7,244 to 9,853 during the period from 1966 to 1973. But this figure gradually declined to 4,973 in 1982. This may be due to non submission of reports by several unions. However, this figure increased to 6,746 in 1983. The average membership per union (submitting returns) increased from 606 to 734 during the period from 1966 to 1975. But this figure in the subsequent two years (1976 and 1977) declined to 675 and 671 respectively. These figures fluctuated during the period 1978 and 1985. This may be due to formation of rival unions in some industrial units. Number of Registered Trade Unions increased from 45,030 in 1986 to 68,544 in 2002. Number of unions submitting returns decreased from 11,365 in 1986 to 7,812 in 2002. Membership of Unions submitting returns decreased from 81,87,000 in 1986 to 69,73,000 in 2002. Average membership of unions submitting returns increased from 720 in 1986 to 893 in 2002.

Union rivalry, multiple unions, outside leadership, union recognition has been the important problems of the Indian trade unions. But the trade unions started recognizing their responsibility not only towards their members but also towards various sections of the society. The Trade Union Movement in Andhra Pradesh is not of recent origin. It was started and developed along with the industrial activity and national trade union movement.
THE STUDY

It is felt that, there is greater need for a study on trade unions in Andhra Pradesh in general and Visakhapatnam district in particular. Hence, it is felt that the present study on “A Study of Trade Unions in Selected Large and Medium Scale Industries in Visakhapatnam District (A.P.)" is expected to contribute to the effective functioning of trade unions particularly in large and medium scale industries.

The study is carried out with the following objectives:

i) To examine the socio-economic background of the union leaders and members;

ii) To enquire into the growth of trade union, leadership and its impact on growth of unions;

iii) To study the trends in growth of union membership;

iv) To analyze the financial position of trade unions; and

v) To enquire into the goals and objectives of the trade unions and its achievements.

To attain the objectives stated above, information is collected both from primary and secondary sources.
Primary data have been collected mainly through administering three comprehensive questionnaires to union office bearers, union members and management representatives. The questionnaires were designed exhaustively to cover the socio-economic background of leaders, unions' membership, finances, leadership, goals and attainment. These questionnaires also cover the opinions of various parties on different aspects of union management.

Apart from administering the questionnaires, informal discussions were also held with personnel managers and general managers of the industries, trade union leaders, members etc., to understand clearly their feelings and problems.

In addition to the primary data that have been collected, secondary sources are also relied upon for information relating to the number of employees, wages, collective bargaining, grievance handling etc. Secondary data have mostly been obtained from the District Industries Centre, the records of industries selected, respondent Unions, offices of the Assistant Labor Commissioner, the Deputy Commissioner of Labor, the Commissioner of Labor, Government of Andhra Pradesh etc.

In Coastal Andhra, Visakhapatnam district Occupies first place in terms of capital invested, employment potentiality and per capita investment on employment.
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There are 32 large and medium scale industries in the district, which are divided into five categories viz., food and agro industries, chemical and allied industries, electrical industries, engineering industries and jute industries. Five industrial units, one under each category, are selected for the present study. All the nine unions in these industrial units are taken up for the study.

A sample of 216 members (approx. 1 per cent of the total of 22,953 of the union members) is studied from the members of the existing 9 unions of the selected industrial units. 24 members from each union are selected for the study. 4 leaders from each union (both internal and external) of the sample industrial units are selected for the study. The total sample of leaders comes to 36. 10 management representatives 2 from each industrial unit, representing the categories of the General Manager/the Deputy General Manager/the Manager (Industrial Relations)/the Deputy Manager (Industrial Relations)/the Senior Manager (Industrial Relations) and the Manager (Personnel)/the Deputy Personnel Officer/the senior Personnel Officer/the Assistant Personnel Officer are selected.
The study is presented in 11 chapters. Introduction and Significance, need for the study, objectives, Hypothesis, Scope of the study, Research Design, methodology, sampling and limitations of the study is dealt with in Chapter I. Chapter II deals with Trade Unions in India – A Profile - Approaches, Origin and Growth in India. Chapter III deals with Profile of Trade Unions in Visakhapatnam District. Chapter IV - Deals with Functions and Policies of Trade Unions. It also deals with Trade Union Rivalries, Multiple Unions, Social Responsibilities, Recognition and Workers Participation in Union Activities. Chapter V deals with Literature Review.

Chapter VI deals with Socio-economic backgrounds of the respondents, Chapter VII deals with Membership of trade unions, Chapter VIII deals with financial positions of trade unions Chapter IX deals with leadership of trade unions.

Chapter X deals with goals and achievements of trade unions. The evaluation on the study, Findings and the Suggestions for sound trade unions in Andhra Pradesh in general and Visakhapatnam district in particular is presented in Chapter XI. Testing and Concluding of Hypothesis is done at the end.
There are three geographical regions in the state of Andhra Pradesh viz., Coastal Andhra, Telangana and Rayalaseema. Hyderabad is the industrially developed city in Telangana. The Coastal Andhra is the most developed region in the state in terms of agriculture and industry. The district of Visakhapatnam occupies first place in terms of capital invested, number of employees and per capita investment on employment in large and medium scale industries in the region. In fact, the true trade unions in Andhra Pradesh have had its origin in 'Chittivalasa Jute Mills', a division of Willard India Limited (Headquarters at Calcutta) at Chittivalasa in Visakhapatnam in 1926. Further, the location of Hindustan Shipyard at Visakhapatnam in 1941 resulted in a momentum to trade unions not only in the district but in the state. Later, the growth of industries in Hyderabad city, particularly during and after the 1960s, gave a fillip to the trade union momentum. The spectacular growth of industries in Visakhapatnam district during and after the 1960s like the establishment of the Indian Oxygen Limited (1951), The Caltex Oil Refinery (India) Limited (1957), The Andhra Steel Corporation Limited (1960), The Andhra Pradesh Electrical Equipment Corporation Limited (1961), The Hindustan Polymers Limited (1962-63) and the Coromandel Fertilizers Limited (1967) resulted in growth of trade unions in the district.
SOCIO-ECONOMIC BACKGROUND OF THE RESPONDENTS

A study of the personal, family and social factors of the members and leaders could certainly help in understanding what section of the people in the society are entering the unions. The quality of the members and leaders depends on these factors. It enables us to assess the effectiveness of the unions in the district. Further, it provides us with one of the various bases to analyze and interpret the behavior and performance of the respondents.

Apart from these factors, the performance of the leaders is especially very much influenced by their aspirations and motivations, and the degree of fulfillment of these factors. An analysis of these factors helps understand whether the respondents are motivated on the right lines besides providing certain clues for analyzing the behavior of the respondents.

The personal factors provide us with an understanding as to who are union members, leaders and management representatives and how they can be identified in terms of a definite set of personal characteristics.
The mastery, individuality and exposure to situations depend on the age of the individual. It is observed that the members in the age group of 31-35 years constitutes the largest proportion and represent 31.00 per cent of the total members of 216. However, it is significant to note that 118 members (54.61 per cent) are in the age group between 31 and 40 years. There are 44 respondents (20.36 per cent) below 31 years and 54 respondents (24.99 per cent) above 40 years. The average age of members is 35.57 years.

As far as the leaders are concerned, 38.88 per cent of them are in the age group between 31 and 40 years; while 49.99 per cent of the leaders are above 41 years. The rest of them are between 21 and 30 years.

Thus, 54.61 per cent of employees are between 31 and 40 years of age, while most of the employees are above between 31 and 35 years.

Now-a-days, it is evident that women are not only seeking employment but also participating in union activities. It is found that 15 out of 216 members (6.94 per cent) are women employees. But only 1 woman is found among union leaders. It is suggested that the women have to come forward to lead and direct the unions. Therefore, the problems of women will also be dealt appropriately.
Marriage is Real Life-Time Bondage between man and woman. In India marriage is an important event. It influences the style of living, attitude, disposition, commitment towards work and participation in various activities.

It is significant to note that 196 (90.74 per cent) union members and 32 union leaders (89.90 per cent) are married; while 15 members (6.94 per cent) and 2 leaders are unmarried. The rest of the members and leaders are widowers or widows. Thus most of the members and leaders are married.

Most of the employees in Industrial organizations are educated. But, the level of their education may be different from employee to employee basing on their job. The participation of employees and leaders in the union activities might depend on the level of their education.

It is revealed that the level of education of most of the members (74 members, 34.25 per cent) is below matriculation. It is also revealed that 16 (7.40 per cent) union members are illiterates for a total sample of 216. But, it is significant to note that even among the members there are 14 (6.48 per cent) post-graduates. As regards technical education, 1 member has done post-graduation. No Doctoral degree, but 7 (3.24 per cent) members are Certificate Course holders, 13 (6.01 per cent) are Diploma holders and 8 (3.70 per cent) are graduates in technical education.
It is noted that 9 (25.00 per cent) leaders are graduates and only 3 (8.33 per cent) are postgraduates in general education for a sample of 36. However, no single leader is illiterate though the sample includes the external leadership. Educated people were available in the leadership in the industrial units. But as regards technical education, 1 leader has the post-graduation degree and no one has the doctoral degree. However 2 (5.55 per cent) leaders are graduates in technical education. 9 (25.00 per cent) are diploma holders and 5 (13.88 per cent) are certificate course holders.

When, we refer to the management representatives to know their educational level, the study reveals that 7 (70.00 per cent) are post graduates out of a sample of 10.

With regard to technical education of the respondent managers, No Certificate course holders, No Diploma holders and 2 respondents have done the post graduation in technical education.

Hence, it is suggested that the managers should prosecute higher studies like post-graduation and doctoral degrees in technical education. So, their boom of knowledge will be utilized to the human society besides developing their industries and the rationing.
Besides the educational qualifications, the general awareness of the members and the leaders is influenced by their knowledge of various languages. It is observed that some of the members have the knowledge in Oriya, the language of Orissa. About 5.09 percent of the members can speak the language. 7 members have the knowledge of Tamil and 8 members have the knowledge of Urdu languages. Regarding the leaders, it is found that all the leaders can speak, read and write Telugu - the vernacular language. As much as 72.22 percent of the leaders can speak English. 100 per cent leaders can read and write English. 86.11 percent of the leaders can speak, Hindi, the national language. It is good to note that 100 percent of the leaders can read and write Hindi. But some leaders can read, speak and write the other languages like Oriya, Tamil and Urdu. It is suggested that at least the leaders have to try to learn other languages like Oriya, Telugu, Urdu and Marathi so as to maintain better nations with all the people in the organization.

With regard to the respondents’ place of origin, the data reveals that about 95.37 per cent of the union members are from Andhra Pradesh and only 4.62 per cent of them are from the neighboring state, Orissa. Regarding the leaders' origin, about 52.77 per cent are from Visakhapatnam district which is covered for the study. It indicates that most of the leaders and members hail from the local areas of Visakhapatnam district and some of them are from the other districts of Andhra Pradesh. It is highly significant to note that the respondents are hail from local areas. This background helps understand typical regional problems among the members and leaders to carry on the unions' activities on prospective lines.

To know the respondent class which gives scope to improve the status and their roles in the unions, researcher orally interviewed all the respondents of members, leaders and management representatives. The majority of the respondents express their class identi-
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The researcher also posed the leaders some questions especially to know whether the class identification helps the leadership. Majority of the leaders' response is that certainly it helps, but they also opine that class status will recognize all types of persons in the society as practically they face some problems when compared to the above middle class people. It is observed that the class identification certainly helps the leadership of the unions.

Family backgrounds of the respondents play a significant role in building up the trade unionism. Hence, backgrounds of the members and the leaders like religion, caste, fathers' occupations, family income, income sources and the size of dependents are covered in the study. In this connection, it is observed that about 88.88 per cent of the leaders and 91.66 percent of the members are Hindus followed by Christians. 4.62 per cent of the members and 8.33 per cent of the Leaders belong to Christianity. 3.70 percent of the members and 2.77 per cent of the leaders belong to Muslim religion.

In regard to the caste of the respondent members and leaders it is observed that a majority of the respondents belong to forward caste followed by backward and scheduled castes and the scheduled tribe respondents constitute a very low percentage.
It is observed about the parental occupations of the respondent members and leaders that 59.25 per cent of the parents of the members are in services; while the occupation of 58.33 per cent of the leaders' parents is agriculture. It is noted that the occupation of the fathers' of the leaders' is agriculture and members fathers’ occupation is services. It seems that the members’ parents are engaged in the various services. It may due to poor conditions of their forefathers.
As far as family income of the respondent members and leaders is concerned it is found that majority of the members (26.38 per cent) income group is between Rs.20-25 thousands, and the leaders (38.88 per cent) income group is above 30 thousands. The study indicates that the family income of the leaders is high when compared to the members. Hence, it is suggested to the members that they should try to improve their family income by engaging themselves in the work other than the routine.

When we refer to the family income of the management representatives, it is found that all management representatives' family income is above Rs.30 thousands as their earnings are higher than that of the leaders and members.

About the income sources of the respondents, it is found that the source of the income of all the respondent members, leaders and management representatives except some external leaders, is salary. However, it is noted that some of the respondents' income sources are agriculture, house property and services. It is suggested to the respondents to improve their family income by sparing their services in various other fields.
In relation to the size of the respondents' dependents, who are wives, sons, daughters, old parents, brothers, sisters, nephews etc., the study reveals that 62.03 per cent of members and 75.00 per cent of leaders have dependents between five and eight members. The number of dependents of 73 members (33.79 per cent) and 8 leaders (22.22 percent) is between one and four. The rest of the members and leaders have dependents over nine. Therefore, it is found in the study that most of the members and leaders have dependents between five and eight.

MEMBERSHIP OF TRADE UNIONS

The Indian Trade Union Act, 1926 permits to form a union with a minimum strength of seven members. According to the Trade Union Act, the members who are interested in forming a union must fulfill certain procedures, formalities and principles like the size of membership, nature of membership etc.

The size of unions varies from organization to organization due to the influence of various factors on unions and growth of unionism. The factors in existence are: rival unions, hurdles by management, educational status of the leaders, principles and ideologies of leaders, impact of locality, national and international federations, and
affiliation of trade unions to the political parties, literacy and educational status of the employees, increasing of employment facilities by recruitment, dwindling of employment facilities by retrenchment etc. These factors play a crucial role in the determination of the size of the membership of the unions.

The membership of 9 respondent unions in Visakhapatnam district is analyzed. It is revealed that the Hindustan Shipyard Labor Union, Visakhapatnam has the highest number of members (6,123) during 2004-2008 among the nine unions covered in the study. It is the oldest union of the nine unions which was formed in 1944. Bharat Heavy Plates and Vessels National Union has the second highest number of members among the nine unions covered in the study. The Chittivalasa Labour Union, Chittivalasa Jute Mills, Chittivalasa, occupies the third place in the number of members among the nine unions. The Thandava Co-operative Sugar Karmik Sangh, Payakaraopeta, had the lowest number of members among the nine unions.

The Visakha Refinery Workers Union (Formerly it was called "Korile Employees Association"), Visakhapatnam, maintained a membership of 547 and "The Hindustan Petroleum Workers Union - Visakhapatnam" with a strength of 416 members.
The study reveals that the unions' membership is constant for a period of 5 years.

The management representatives were asked to express their opinion on trade union membership. It is observed that 50.00 per cent of the respondents opined, that the size of the union membership is large. Three management representatives feel that the size is too large and 1 manager feels that the size is small. However, one manager is of the opinion that the size is quite small. Contradictory opinions were expressed by the management representatives as it is clear in the study that the majority of the management representatives expressed that the size of the membership of the unions is both large and too large. But only a few management representatives expressed that the size of the unions’ membership is small and quite small. Hence it is to say that the size of the unions' membership is large and too large.

The nature of membership can be classified into four types viz., effective members, regular members, active members and sleeping members. It is observed that majority of the members are regular members (53.70 per cent). However, there are 21.29 per cent of the sleeping members among the respondents. Hence, it is suggested that the trade unions should make use of effective members to motivate the sleeping members.
The active members who stay for a long period may contribute to the success of the union. It is observed that 56.01 per cent of the respondent members stayed with the same unions for more than 12 years. Thus, it is clear that the members stayed for a sufficiently long period with the union which might have resulted in employees’ contribution to the success of the trade union.

In maintaining the nature of membership in the unions, the members may have different problems. It is observed that 46 (21.29 per cent) sleeping members and 116 (53.70 per cent) regular members opine that they have not faced any problem by becoming members in the union. But, 39 (18.05 per cent) active members and 15 (6.94 per cent) effective members express that they are facing some problems from the management while continuing the membership in the nature of effective and active membership. It is revealed that all the effective and active members said that the management had threatened to reduce their increments based on their nature of membership. In this connection, the researcher asked the respondents how did they overcome the problems. Majority of the respondents belong to effective and active members, express that they protected themselves from the problems, through their unions. 86.66 per cent effective and 48.71 per cent active members viewed that they had lost their promotions. Over 2/3 (66.66 per cent) of effective and 69.23 per cent of active members viewed that the management threatened them not to participate actively in
the union affairs. It is found that the stoppage of promotions, threatening of removal of the employees from work, reduction of increments and threaten not to participate in union activities are the major problems of effective and active members.

Generally, without encouragement people may not participate in any activity. Hence the unions have to encourage their members. The study disclosed that 175 (81.01 percent) members expressed that their unions were encouraging them to participate in the union activities and only 41 (18.98 percent) members’ viewed that their unions are not encouraging them to participate in union activities. Hence, a majority of the union members accepted that their unions are encouraging the members to participate in the union activities.

The members who opined that their unions are encouraging them to participate in union activities, also expressed the following for what purpose their unions are encouraging them: (i) to make the union strong; (ii) to carry on the union on smooth grounds by considering the participants views in the union, (iii) to protect the unions’ aims from the rival, unions, and (iv) to carry out the union activities with the support of the management without breaking production at any cost.
It is also found in the study that the majority of the members are encouraging their colleagues to participate in the union activities.

Changes may arise in unions’ membership. It may be due to existence of rival unions, retrenchment or increase in multiple unions, principles, ideologies, qualities of leaders etc. It is found that the majority of the members are of the view that the membership has been increased. It owns to the objectives of the union, the leadership qualities, encouragement by political leaders and effective functioning of the unions.

It is observed that about 60.18 per cent of the members express that the number of members has been increased based on the objectives of the unions. 41.66 per cent of the members are of the opinion that the membership increase is based on the leadership qualities. Only 13.88 per cent members opine that the increase of membership is due to force of the political leaders who are acting as leaders of the unions, whereas 18.05 per cent of the members view that the increase of members in the union is based on the effective functioning of the unions. It is significant to note that 60.18 percent of the members express their opinion that the increase of members in the union is based on the leadership qualities, union relations with members, management, overcoming of rival union obstacles etc.
A few members viewed that the number of members in the unions is decreasing due to the formation of new unions in the organization, lack of intra-union members' cooperation; lack of co-operation from the management of organizations, ideology, impact on the members, principles prevailed in the environments, existence of rival unions etc.

Generally, people get the employment of different positions in the organizations. After securing this position, people will try to safe-guard their positions from the exploitations of rights, benefits and procedure of work by the employer. It may not be possible to achieve the aims of an employee an individually. But they can be achieved by the majority of the employees or by all of them united. So, the management also accepts the employees' problems and grievances that arise in the course of employment. To achieve this unity, the employees become members of a union and for this a number of other factors may also be responsible. It is observed that an employee as an individual is felt weak for the achievement of working conditions. It is the main priority factor for an employee to become a member of a union.
Members participate in union activities. It may be to strengthen the union. The unions’ strength is based on the majority or all members' cooperation. Hence, to make the union strong, the union has to encourage all the members to participate in the union activities in different degrees. It is observed that the participation of the members is significantly high that 81.01 per cent of a sample of 216 express as they have been encouraged by the unions to participate actively in the union activities. Hence, it is suggested that the union leaders should still motivate the members to participate in union activities.

Security is necessary for everyone. The industrial labor is also need security for their jobs. In unions point of view, security means, its existence and providing security to its members. It is observed that 61.57 per cent members express that their unions are protecting the interests of the members. However, it is suggested that the unions still have to maintain their faith in the members in providing security.

Sometimes the employees try to protect their rights. These rights may be some time exploited by management. But the unions will try to overcome these exploitations. It is observed in the study about 60.18 per cent of the members viewed that their unions are protecting their rights. It is suggested in this connection that the unions have to protect the members' rights completely.
Employees as individuals cannot achieve their goals and as such, there must be a collective approach in solving employee problems. The leaders must take the opinions of all the members before referring any problem to management. It is enquired that how leaders collect the opinions of the members. It is found that 97.68 per cent of the members opine that their leaders gather the members’ opinion by conducting the general body meeting of the union.

However, 88.42 per cent of a total sample of 216 members express that their leaders gather the information from other members by contacting personally the trade union members, co-employees in the plant by contacting their shop floor representatives, and by contacting the various types of members who are acting as members for different committees. Therefore, a majority of the members express that their leaders collect the opinions of members by conducting general body meetings.
Collective bargaining is a continuous process. Many problems can be solved through continuous bargaining. In this regard, the question is how often the union meets management for bargaining to solve employee problems? In response, 43.98 per cent of the members express that their unions bargain regularly with Management, followed by 38.42 per cent of the employees opines that their unions bargain sometimes, while 17.59 percent opine that their unions bargain rarely. It is observed that the majority of the members opine that their unions bargain regularly with management. However, it is suggested that the unions have to meet the management as and when the problems arise. So, it is easy for both the unions and the management to solve the problems effectively and immediately.

A grievance may be submitted by a worker, or several workers, in respect of any measure or situation which directly affects, or is likely to affect the conditions of employment of one or several workers in the organization. When a grievance is transformed into a general claim-either by a union or by a large number of workers - it falls outside the grievance procedure and normally comes under collective bargaining.
An organization may have grievance procedure to represent employees’ grievances. The procedure may be to represent grievance to the immediate supervision or to higher level management. But some employees may not believe this procedure and represent grievance to union leaders. It is observed that 90.74 per cent of the members express that they represent their grievances to union leaders. The rest maintain that they represent their grievances to supervisors. It is suggested that the members have to represent their grievance to officer concerned or to the higher level management in case when the lower level management is unable to provide a remedy. But the representation must be subject to consideration that should applicable to majority or whole employees whose nature of work is similar.
Generally, we find different opinions and ideas in a group of people. Although their work is same, their ideas may be different. The people of a group with similar ideas will always try for a separate identity. This may lead to a sort of rivalry in the group. Hence the people with similar ideas cause a split in the group. So also, such a rivalry may exist among the members of a union and it is called an intra-union rivalry. It is observed that about 56.48 per cent of the respondents are of the opinion that their unions have the intra union rivalry. Hence, it is suggested that the members should try to overcome this intra-union rivalry, so that the union is strengthened and it yields fruitful results. This is possible when all the members and leaders work for collective decisions to find lasting solutions to the problems.

During the leisure times the members may participate in different activities according to their interests and hobbies. It is suggested that the members must develop their attitudes in different areas which may help their community, and the whole society. They can also develop their skills which will have impact on the organization and unions’. These leisure time activities will also provide opportunities to an individual to build the society and create dynamic personalities for the nation.
As far as spending the leisure time is concerned, it is found that 51.85 per cent of the members spend their time on recreation activities like utilization of library, participation in the union's club, practice of sports activities etc. They preferred these activities for second rank while giving order of preference. 56.48 per cent of members spending their leisure time for participation in political activities. They rated it third in their order of preference. It is highly significant that about 65.27 per cent of the members considered their leisure time on the activities like family affairs, spending with colleagues, meeting the friends etc., fifth in rank. It is also observed that the members are actively participating in union and political activities while spending their leisure time. However, it is suggested that the members have to give reasonable preference to their family affairs also.

FINANCIAL POSITIONS OF TRADE UNIONS

For both the industry and unions, finance is the most important resource to carry out different types of activities. For a variety of reasons, the finances of many trade unions have not been sound. An attempt is made to study the financial position of respondent unions. The financial position of the unions is mostly influenced by the rate of membership fee.
The membership subscription per member per annum of the respondent unions during 2004-2008 is analyzed. It is observed that the membership fee of the Hindustan Shipyard Staff Association (HSSA), Visakhapatnam, was Rs. 50.00 in 2004 and from 2005 onwards, it has been increased to Rs. 100.00. The Hindustan Shipyard Labor Union (HSLU), Visakhapatnam, and the Chittivalasa Labour Union (CLU). Chittivalasa, had constant membership subscription of Rs. 50.00 per annum during 2004–2008. The Bharat Heavy Plate and Vessels National Employees Union (BHPVNEU), Visakhapatnam had Rs. 70.00 per annum in 2004 and it was doubled from 2005 onwards.

The rate of the membership of the Visakha Refinery Workers Union (VRWU) Visakhapatnam was Rs.50.00 per annum in 2004 and 2005. But it was changed to Rs.80.00 per annum from 2006. The Hindustan Petroleum Workers Union (HPWU) Visakhapatnam, is collecting Rs.80.00 per annum towards membership fee.

The ChittiValasa Congress Karmik Sangh (CCKS) Chittivalasa had the membership rate of Rs. 40.00 per annum in 2004 and 2005. But; it was increased to Rs.80.00 per annum from 2006. The Thandava Sugar Karmik Sangh (TSKS). Payakaraopeta and the Thandava Co-operative Agricultural & Industrial Society
Employees and Workers Union (TCAISEWU), Payakaraopeta have been collecting the same rate of amount. From 2004 to 2005 they collected Rs. 70.00 per annum and both the unions doubled the rate from the year 2006.

It is observed that among the nine unions the Hindustan Shipyard Labor Union and the Chittivalasa Labor Union collected the membership fee at the lowest rate. The BHPVNEU, TSKS and TCAISEWU organizations, which have been collecting the highest rate of membership fee of Rs. 140.00 Per annum. The unions which have been collecting the lowest rates of membership fee opine that the rate of amount is sufficient because their strength of members is very high. But the unions which have been collecting high rate of membership fee viewed that it is due to low strength of membership BHPVNEU said that it is its policy to charge more even though their membership number is high.

It is observed from the income and expenditure statements of the respondents unions that majority of unions have excess of income over expenditure. 71.32per cent of the unions leaders opine that their unions are enjoying surplus finance. It is also observed that the income and expenditure of the Bharat Heavy Vessels and Plates National Employees Union, (BHPVNEU) are the highest during the period under study.
In the year 2008, BHPVNEU received Rs.10,78,624 and spent Rs. 9,64,365. The Hindustan Shipyard Staff Association (HSSA) stands second, in getting its income and spending for its affairs among 'the unions studied for the period 2004-2008. This union rate of membership is 100. The income and expenditure of Thandava Sugar Karmik Sangh were lowest all throughout the study period which can be attributed to low membership and not paying the membership by some members. It is also observed that BHPVNEU and HSSA had higher income and expenditure in the year 2008 which was due to membership fee and other sources.

An enquiry has also been conducted to study the assets and the liabilities of the trade unions. It is observed that Bharat Heavy Plates and Vessels National Union has highest worth of assets all throughout the period. The assets amounted to Rs. 13,27,560 in the year 2008, while they are lowest in the case of TSKS. HSSA and HSLU occupies 2nd and 3rd places in the highest worth of Assets with 9,87,640 and 5,15,326 respectively.
It is also observed that these unions' finance management and maintenance is good when compared with other unions. Chittivalasa Labour Union (CLU) had highest liabilities with Rs.91512 followed by BHPVNEU and HSLU with liabilities Rs 63876 and Rs 59117.65 respectively for the year 2008. Liabilities are lowest in the case of TSKS which amounts Rs 15025 for the year 2008. It is noted that all the unions under study for the period 2004-2008 are constantly improving the Assets. Their liabilities are within the control. It is suggested that TSKS and CCKS should improve their Assets. It is also suggested that the unions should find some more ways to increase the income along with union activities so that the unions' position of assets will be improved.

LEADERSHIP OF TRADE UNIONS

One of the most crucial factors in union sphere is the leadership that is provided to it. According to Trade Union Act, 1926, the outside leadership can be 50 percent or less. An outside leader is one who is not a full time employee of the organization whereas the internal leader is a full time employee. Many lawyers, professors and political leaders had been the union leaders in the early part of their careers. There are both advantages and limitations because of inside and outside leadership.
The leadership of most of the unions in Visakhapatnam district is held by both insiders and outsiders. Generally, each union has an honorary president in addition to regular president who have technical, political and organizational knowledge. The regular presidents function in the union as the main carriers of the union affairs like objectives, policies and procedures. The insiders actually execute the programs of the unions.

It is to note that 28 leaders (77.77 per cent) are from within the industries while the rest from outside. All the 6 external leaders are related to political parties which are significant at national and regional level. Out of the 8 external leaders 3 are related to the Communist Party of India (CPI) and among the remaining 5; 1 is related to the Bharathiya Janatha Party (BJP), 2 belong to the Congress (I) and 1 is CPI(M) and 1 leader belongs to Telugu Desam. Of the total 8 external leaders, 1 is advocate in Visakhapatnam. Regarding the inside leaders they work in different fields in the industries. It is expressed that the external leaders have touch with the political parties of both regional and national level.
It is observed that the Bharat Heavy Plate and Vessels National Employees Union (BHPVNEU), Visakhapatnam, Visakha Refinery Workers Union (VRWU), Visakhapatnam, the Chittivalasa Labour Union (CLU), Chittivalasa, HSSA, HSLU, and CCKS are mostly led by internal leaders and with 2 external leaders during 2004-2008. Only 1 external leader led the Thandava Co-operative Agricultural and Industrial Society Employees Union (TCAISEWU), Payakaraopeta and TSKS during the period of 2004-2008. There is 1 union, HPWU which was completely led by the internal leaders during 2004-2008. The Hindustan Petroleum Workers Union (HPWU), Visakhapatnam, was led by only 2 people’s in-charge of each position in the union.

The positions of treasurer and Joint Secretary of the Hindustan Shipyards Staff Association (HSSA), Visakhapatnam were led by 5 persons in charge during 2004-2008. The positions of the president, joint secretary and treasurer of the Hindustan Shipyards Labour Union (HSLU), Visakhapatnam were led by 4 persons in-charge during 2004-2008. The position of the vice president of the Chittivalasa Labour Union (CLU), Chittivalasa, the post of General Secretary of the Thandava Co-operative Agricultural & Industrial Society Employees & Workers Union (TCAISEWU), Payakaraopeta, and the position of the joint secretary in the BHPVNEU were led by 4
persons in-charge during the period under study. CCKS had 5 joint secretary positions during the period under study. Hence, it is understandable that there was a heavy turnover in the union leadership. So, it is suggested that the trade union members should stop changing the leaders frequently for a smooth function of the unions.

About the experience of the leaders as office bearers, it is observed that 41.66 per cent of the leaders have less than 5 years experience, while 25.00 per cent of the leaders have an experience of 5 to 10 years. 16.66 per cent of the leaders have 10 to 15 years, 11.11 per cent of the leaders have 15 to 20 years and 2 leaders have above 20 years of experience as office bearers. Hence, it is opined that the leaders have less experience as office bearers. It is suggested that they have to improve their knowledge to deal with the trade unions though they have less experience as office bearers.

Actually, the leaders will have some ideas and principles which have their roots in political parties by way of membership. But some of the leaders in trade unions may not have any political base. They act individually and independently. In the study, it is revealed that 21 leaders out of 36 have membership in political parties. 18 of them have their membership in a political party of national level and the remaining leaders have their membership in the regional party i.e., the Te1ugu Desam.
The leaders of the unions enjoy recognition in public. They also enjoy power, prestige and political influence. At the same time they have to face problems in exercising the power and control.

It is observed in the study that majority of the leaders have the many advantages like political influence, power, opportunity to creativity etc., which may lead to the fulfillment of the aspiration and goals of the unions. However, the above factors may give scope to weaken the union.

Leaders may have several aspirations before they become leaders. But only some of the aspirations may be achieved. Hence, it is observed that some of the aspirations were achieved partially but not completely. However, the majority of the respondents express that they do not have any aspiration to become rich, educate their children, lead a life with power and prestige, and secure political power. It is suggested that they can have aspirations, but they should not try to misuse the strength and power of the union in the process of fulfillment of the aspirations.
Now-a-days it is not easy to become a leader of a union, because of a great competition. Sometimes, the education of employees may help them to become leaders. It is found that over 86.11 per cent of the leaders opine that it is not easy to become leaders. But 77.77 per cent of the leaders opine that educational qualifications are essential to succeed as leaders. About 58.33 per cent of the leaders express the opinion that finances are required to become leaders. Hence it is revealed that most of the leaders feel that it is not easy to become leaders and educational qualifications and financial investment are required to become leaders.

Leadership is a quality which should be developed by one. Generally, there may be somebody behind the leaders who inspire them in learning certain activities. They may be friends, relatives, co-workers, family members, management etc. It is observed that 75.00 per cent of the leaders get inspiration from their family members, about 91.66 per cent from their co-workers, 69.44 per cent from their friends and relatives, 58.33 per cent from management, and 72.22 per cent from other union leaders.
Actually, motivation helps the individual to recognize, his wish while taking decisions. This is so because the motivation creates an interest either to drop his wish or to proceed with it further. In fact the trade unions' size of membership is based on the ability of the leaders to motivate the employees. While motivating the members the leaders show their unions' principles, ideologies, favoritism for political parties, leadership qualities etc. It is observed that 52.77 per cent of a total sample of 36 leaders viewed that they motivate the employees to join unions by showing leadership qualities. About 47.22 per cent of the leaders opined that they motivated the employees to join unions through a charter of demands. It is found that the majority of the leaders are actively participating in motivating the employees to join unions. However, it is suggested that all the leaders have to motivate the employees by explaining their unions' aims, benefits, qualities, demands etc.

The employees after taking membership in one union may or may not continue in the same union because of several reasons. The shift of members from one union to another is possible only where there is more than one union. It is observed that 77.77 of the leaders said that employees never shift; from one union to another while the rest
said that the employee shifts frequently from one union to another. Hence, it is suggested that the leaders should try to find the reasons which led to quit the union by the members, so that, the unions can keep up their strength.

In collective bargaining, unions should follow give and take approach, in order to have a conducive climate for achieving amicable agreements. During the time of negotiations both the parties adopt various strategies to come to an agreement.

It is observed about the strategies in collective bargaining that the majority of leaders (72.22 per cent) adopt win-win strategy. The other leaders viewed that they adopt Win-Lose. Lose-Lose and Lose-Win strategies. It is clear over 72.22 per cent of leaders are adopting win-win strategies in collective bargaining.

Besides the union affairs, the leaders have been discharging social responsibilities. It is observed that the trade unions have been discharging social responsibilities relating to eradication of poverty, minimizing communal tension, Removal of illiteracy, minimization of unemployment etc. However, it is suggested that the leaders should develop favorable attitude among the members towards social responsibilities.
Every person may find some leisure time. Some people may enjoy it and some may idle away the same. Trade union leaders may enjoy their time by participating in some activities which may be of social nature, sports games etc. these activities may give scope to improve the union leaders’ knowledge besides some exercise to the body.

It is observed that the leaders during their leisure times take up activities like spending in company's recreation club (31 for a sample of 36), playing games/ sports (35), spending in reading room and library (34), visiting union club (33), going to cinema (28). Visiting friends and relatives (33), and participate in political activities (32). It is found that the leaders spend their leisure time on other activities in addition to the union and political activities.

It may be suggested that the union leaders have to spend sufficient time for union affairs. It is observed that the 19.44 per cent of respondents spent 31-35 hours in a month on union activities whereas 16.66 per cent of the leaders, spent 36 to 40 hours and 13.88 per cent of the leaders spent as much as 46 to 50 hours in a month on union activities. However, it suggested that the leaders should spend some more time on union activities.
The leadership should be related to various organizational goals and relations. Barnard points out those two important features of an organization are that it should be effective and efficient. According to him, effectiveness implies "accomplishment of the corporate purpose" while efficiency indicates accomplishment of individual goals. Hence accomplishments of organizational and individual goals are equally important.

An attempt is made to study the two features of trade unions under study by analyzing the achievement of both trade union goals and personal goals of the members and leaders.

Organizational goals are those goals which are concerned with organization, its prosperity and its survival in the activity. For instance, the organizational goals may be to earn profits, produce quality products and bring success to the unit. On the contrary, personal goals are those goals concerned mainly with persons i.e., leaders and members. These goals are formulated with a view to gain a happy life with high status for the performer in the society. Attainment of these organizational goals invariably depends on the sound union management relations. Moreover, attainment of union goals also depends on union-management. Hence, there is a need to study the union-management relations in the respondent industries.
It is true that union-management relations are generous in nature, yet these cannot remain unaffected and uninfluenced by outside currents and cross currents. In the Indian situation we need to develop Industrial Relations Systems based on the socio-cultural and socio religious values.

Maintenance of sound relations with management is the most significant goal of the trade unions. Against this backdrop, an attempt is made to analyze the union-management relationship in the respondent industries.

Grievance handling by the management should be effective in order to solve workers problems and minimize dissatisfaction among the workers. Though it is the responsibility of the management, trade unions should also work to minimize the problems of workers. It is found that 80 per cent of the management representatives express that trade unions promptly refer the grievances to management and 70 percent Management Representatives opined unions follow up them until they are redressed. However, about 60 per cent of the management representatives feel that trade union leaders always accept the suggestions of management. 70 percent of Management Representatives opined suggestions of the union leaders should be accepted sometimes during the process of grievance redressed.
A Study of Trade Unions in Selected Large and Medium Scale Industries in Visakhapatnam District (A.P.)

To settle the industrial disputes there are various methods in vogue and ‘collective bargaining’ is one of the effective methods. It is significant to note that the majority (61.11 percent) of the leaders feel that conducting board meetings and 58.33 percent of the leaders feel government intervention are the important measures for settlement of industrial disputes.

To achieve the organizational goals there must be sound relations between the management and trade unions. It is observed that 90.00 per cent of the management representatives and 66.66 per cent of the leader respondents express that the relations between them are sound. It is suggested to both management representatives and leader respondents to continue the same relations for ever for the smooth functioning of the organization.

The management representatives express that they are maintaining sound relations with union leaders. However, the researcher has asked them to express the bases for sound relationship and majority of the management representatives express that (a) inviting the leaders to discuss the problems, (b) inviting the leaders to discuss union problems and their impact at plant, (c) following the good opinions of union leaders, and (d) offering suggestions to leaders as and when they required, are the bases.
Majority of the leader respondents also express that with the help of the above bases, they are able to solve problems of employees. It is clear from the study. That sound procedure, policies and programs of unions can also contribute to the sound relations between unions and management.

Regarding the grievance settlement 56.94 per cent of the members express that sometimes the management permits the union members to express their grievances but not always, 48.14 per cent of the members view that their management always receives the grievances and complaints of employees, but 35.64 per cent of the members express that their management receives the grievances and complaints sometimes. However, 13.42 per cent express that their management never receives the grievances and complaints of employees. As many as 68.05 per cent of the members said that they always accept the solutions offered by the management for the full demands or representations made by them, while 51.38 per cent members view that they always accept the solutions of management for the demands made by the members if the solutions are benefited to the members. With a review of the study it is found that the majority of the members, honor the solutions developed by the management and the management also allows the members to express their grievances.
With this background, an attempt is made to identify the goals of trade union leaders and members, to the extent whether the goals are achieved by them, and how the management cooperates with them in different situations or different issues.

The 9 trade unions are aimed at fighting against exploitation - either they are discriminated by management or otherwise. They fight for more pay and allowances, securing better working conditions etc., while 5 out of 9 unions aim at serving the interests of the political parties. Almost all the unions aim at promoting the social status of the workers, training the workers, educating them etc.

It is observed from the study that all the unions attained the job security completely. The goal of fighting against exploitation was completely achieved by 6 unions and the remaining 3 unions achieved it partially. Better working conditions were provided consequent upon the efforts of 7 unions and the remaining 2 unions achieved them partially. 7 unions succeeded in seeking co-operation from the management. All the nine unions failed in securing labor representation in legislature. Thus, it is clear that the majority of the unions attained almost all the goals either completely or partially.
Most of the union leaders attained the important goals like providing justice to members and reducing employees' grievances, completely. Hence it is suggested that leaders should concentrate on all the goals and attain them completely.

It is also observed that 105 members (48.61 per cent) say that they have achieved their goals to some extent after becoming members in the union. 87 (40.27 per cent) members achieved their goals to a large extent. There are 24 (11.11 per cent) members who say that they have not at all achieved their goals. Hence, it is suggested that the members should convince the unions to achieve their goals to a large extent or at least to achieve them to some extent.

Trade Union success depends upon the contributions of the leaders towards trade union activities. It is observed that 216 members and all the management representatives felt that the commitment of leaders contributed to the success of the union. The other qualities of the leaders which contribute to the success of the union are efficiency, sincerity, bargaining tactics and the militancy. However, some unions failed in goal attainment. The reasons for the failure of the union include lack of encouragement to workers to participate in union activities, rival union problems, lack of expert’s advice, financial problems, politicalization of unions, lack of interference of union leaders etc.
The unions also achieved their goals in terms of providing various welfare facilities to the members like various allowances and benefits.

To sum up, the large size of employment and formation of the rival unions resulted in fluctuations in unions' membership. Unions have to enhance the subscriptions to improve the financial position. The leaders have to learn about the financial management so that the unions’ finances will be effectively utilized.

Though the outside leadership is a common phenomenon of Indian Trade Union Movement, many of the leaders of respondent unions are drawn from within. However, the leaders are changing frequently and consequently; the relationship among the leaders is not found to be cordial. Most of the members, leaders and trade unions attained their goals, but a lot is remained to be unachieved.

If the unions are formed based on the category of their jobs, it gives effectiveness to trade union succession. But it is dangerous if multiple unions come into existence. However, it is suggested that this type is in succession in the Hindustan Shipyard Limited, in the Chittivalasa Jute Mills, and the Thandava Co-operative Sugar Mills. But there are rival unions in the Hindustan Petroleum Corporation Ltd. Hence, it is suggested that one union in one industry to the' extent possible may be followed in order to minimise the consequences of union rivalry.