As a well-known textile city of India, Ahmedabad has grown to its present state in a manner which is peculiar to its own. Unlike many other industrial centres, Ahmedabad owes its development to the local situations, its traditional economy, the pragmatic and utilitarian outlook of its businessmen, the availability of labour force, raw material and the local market and the dominant values which revere money and hardwork and shuns luxurious living. The textile industry has remained in the hands of local industrialists, majority of whom belong to Jain-Bania community and the labour force also has been predominantly Gujarati. In such a conservative and tradition-bound city, the first trade union, in the form of TLA had also developed in a manner which was, in a sense unique. The trade union was guided by Gandhiji and Ansuyaben Sarabhai, the latter being a sister of a prominent mill owner, Ambalal Sarabhai. The moral principles imnuciated by Gandhiji became part of TLA, making it a distinct type of labour organization. With his charismatic personality, Gandhiji exhorted workers and mill-owners, to settle their disputes in a peaceful, non-violent manner, and emphasized the merits of voluntary arbitration. In course of time, TLA became a well-organized textile union with a stable membership.

But attempts to organize trade unions, in opposition to TLA were made by Communists and other political parties. Though these non-TLA unions have not been able to consolidate their
positions, thanks to the organizational stability of TLA, there have been occasions when these non-TLA unions have temporarily succeeded in their attempts to put TLA on the defensive. In political elections, the TLA candidates have, many times lost at the hands of non-TLA leaders, and some of the top-most leaders of TLA were also defeated.

In the light of this background we have attempted a study of trade unions leaders of textile industry of Ahmedabad.

The study includes interview data of about 251 formal trade union leaders of seven registered trade unions in textile industry of Ahmedabad. The point of departure for this study is that it includes non-TLA union leaders who have so far been excluded from any such consideration.

Though the concept of leadership in general and that of trade union leadership in particular, is multidisciplinary, we have, by and large, confined ourselves to the sociological orientation, which is also reflected in our review of literature of the studies about trade union leadership and our use of the frame work of formal organization and the concept of role.

The studies we have referred to in the review of literature, are largely western ones, especially American, along with the few Indian studies that are available. It was found that in all these studies, mostly three aspects, viz. (1) social background, (2) leadership role with its concomitant stresses and strains and (3) attitudes, beliefs, values etc. have been emphasized. However, there has been no study which includes
all these three aspects in adequate details. Indian studies have mainly remained broad-based, with the result that they have touched only the outward characteristics, of leaders and neglected the non-too-evident processes at the local level. The present study, not only has a wide coverage, in the sense that it has included all the three aspects of leadership mentioned earlier, but it has also focussed attention on the sizable number of trade union leaders who operate at the local level.

The three aspects included in the study have been extensively explored in this study. For instance, the social background included information like age, sex, education, etc., besides the rural-urban background and occupational background in greater details. For insider leaders, details regarding their mills, departments and mill-jobs are also included. The second aspect viz., that of leadership role, includes the processes of recruitment and socialization for the leadership role in trade union. In the socialization process, the influence of political parties, experiences in the mills and participation in various direct action processes like strike, gherao, fast, etc., are also examined. The 'leadership role' aspect also focussed attention on the tasks of the leaders, and their participation in various trade union and non-trade union bodies/organization, and the consequent gains and losses of the role, as perceived by the incumbents of the role. This aspect of strains and gratification of the role has largely followed the recent revision of Mertonian theory of role conflict by Seiber. In the final aspect involving the opinions of the trade union leaders,
opinions on twelve different items concerning the industrial milieu are gathered. There is no attempt to develop a scale but the items are arranged in some broad clusters, on the basis of the interdependence between them.

As formal leaders, members of the executive committee of all unions are included in this study so that leaders at the local level who are in direct contact with the members and who keep the trade unions going, can be adequately covered.

Having secured the list of the registered trade unions from the office of the Registrar of the Trade union, lists of the executive committee men from all the registered unions were gathered, and it was decided to make a census study of these formal leaders, in view of their relatively small size, which in the beginning appeared to be between 250 to 300 souls. There were difficulties in getting a complete list from some unions and in such cases, all the available leaders whose names were obtained were interviewed.

Information in the present study was gathered with the help of interview guide. In the given circumstances of time and resource constraints it was the best method available. It provided flexibility necessary in such an exploratory study and also made possible, gathering of information from trade union leaders, who were speaking different languages, were having low educational level and were being pressed for time. The average interview which continued for about three-quarters of an hour, afforded time and opportunity to check and cross-check some of the information, thus increasing the reliability and authenticity of the data collected. There was good response from the leaders.
Still however, some were left out in spite of the researcher's attempt to include as many as were available. The overall response was 89%.

The data collected through interview guide were largely qualitative in nature. But the quantifiable data, such as age, sex, education, religion, years of stay in Ahmedabad etc., were coded and transferred on the code-sheet. The qualitative data were also quantified to the extent possible and classified into logical and meaningful categories. At the same time the various statements which could not be quantified were noted separately, to be used in the description of the data. The computerized output was used to prepare tables. The analysis was made separately for outsiders and insiders as well as for each union. Based on the descriptive/qualitative data, secured through interview guide, the presentation is more descriptive and analytical than quantitative.

The 251 formal leaders belong to seven different unions, the largest being TLA with 45.8% respondents. The remaining unions have among them 54.2% of the total respondents, which comes to an average of 9% per union. The outsider/insider proportion is 16.3 to 83.7 which roughly comes to one outsider for every five insiders. Among the unions, TLA and Sarni union have more outsiders than do other unions. From the 41 outsiders, 12 have previous experience of working in mills. This reduces the proportion of outsiders from 16.3% to 11.5%. If we consider all full-time as insiders, then only 5 respondents can be called 'Pure' outsiders. Out of these five, two are in Indicate union and three in Sarni union. For the purpose of this study however, we have treated all the non-workers, irrespective of
their previous experience, as outsiders.

There are 32 office-bearers among the respondents, out of which 14 are insiders and 5 have experience of working in the mills, thus leaving 13 office-bearers, who have no previous work-experience in the mills. From the 14 insiders, Lalvavta and Maha Gujarat unions account for 9 of them. On the other hand, TLA and Sarni union have no insider as office-bearer.

The insiders come from 56 out of the 64 mills. It was found that mill-wise distribution of respondents of different unions was uneven, indicating some 'Pockets of influence' for the unions among the mill workers. For instance, one third of the TLA respondents were from 6 mills only, and 43.5% of the Indicate respondents were from 5 mills only.

Looking to the background of the leaders, it is found that an average trade union leader of our study is male (97.6% are male), married (94.0% are married) and middle-aged. (Mean age being 47.16 years). The relatively insignificant percentage of female leaders indicate that leadership role is still a male prerogative. The higher percentage of middle-aged leaders is consistent with the age of the industry (beginning from 1861) and trade union (beginning from 1918).

Education is an important asset for the trade union leaders, in view of the complexities of industrial relations legislation and the frequent use of English language. Lack of education is one of the arguments used to support outside leadership. From our respondents, 56.1% of the outsiders have gone upto S.S.C. and above. The corresponding percentage for insider is 33.3% only. Thus, the difference between the insider and outsider is essentially
levels and is vividly documented here.

The social composition of our respondents indicates that more than three fourth of them are Hindus. The proportion remains the same for both outsiders as well as insiders. In terms of the sizable number of Muslim workers employed in the mills, their proportion in the present study is not adequate. So is the case with other minority communities. The largest union TLA has only 5.2% Muslim respondents, whereas, the Lalavta and Maha Gujarat unions have 30.6% Muslim respondents among them. The Outsiders, in TLA have no Muslim among them, and as we shall see later, no non-Gujarati also.

Little less than two third respondents are Gujarati, of which 75.6% are outsiders and 57.6% insiders. Thus among the insiders, percentage of non-Gujarati is fairly high. TLA is essentially a union of Gujaratis, with 87.8% of them being Gujaratis and as we have mentioned earlier, outsiders are all Gujaratis. The non-Gujaratis are found mostly in Lalavta and Maha Gujarat unions. (75.0% are non-Gujaratis).

Some of the Muslims who have been staying in Ahmedabad for generations, speak Urdu at home. Therefore, all those whose mother tongue is not Gujarati are not necessarily non-Gujaratis. On the whole 68.9% respondents are natives of Gujarat. Those coming from outside Gujarat constitute little less than two third. In terms of Outsiders/Insiders 87.8% outsiders and 65.2% insiders are natives of Gujarat.

More than three fourth of the respondents have been staying in Ahmedabad for a generation or more. More insiders (80.4%) than outsiders (75.7%) however, have been staying in Ahmedabad for over a generation.
Thus, the predominant characteristics of the leaders are that, they are Gujarati-speaking Hindus, natives of Gujarat and staying in Ahmedabad for more than a generation.

The rural urban background of the respondents indicate that 71% insiders are native of rural area but only 50% were brought up in rural area. Among the outsiders, the corresponding percentages are 58.5% and 39.0%.

In view of the predominantly local composition of the leaders, their caste-wise distribution also indicates the dominance of local caste-groups. The scheduled castes respondents belong to TLA. The outsider/insider proportion among them remains the same. The Brahmins constitute 34.2% of the outsiders and 10.5% of the insiders. The outsider among the Brahmins are all Gujarati. Those who are insiders, mostly of them are Hindi speaking Brahmins. Only 2.4% Rajputs are there among the outsiders and 16.7% among the insiders. This is because many of them are Hindi speaking and have low educational level. The Patidars are all local and 7.3% are among the outsiders and 11.4% among the insiders.

The Jain-Bania constitute a small group (2.8%), and as insiders or outsiders, their proportion is not very significant. The miscellaneous group consists of many small castes. Only 4.9% of them are outsiders and 21.0% are insiders.

The Brahmin-Bania-Patidar group together constitutes the upper caste-group. They are mostly outsiders (48.8%). Whereas, as insiders, they constitute only 23.8%. The insiders come largely from scheduled castes, Rajput, Muslim and other
miscellaneous castes.

The importance of caste as the predominant character of our society is known to us. Among the trade union leaders and especially among the insiders, these caste-groups are also known to be operative in the mills and unions.

The scheduled castes and other backward castes are found in the spinning department. The weaving department has, Rajputs, Muslims and Brahmins as the major castes, whereas the Brahmins, Bania and Patidar are found in dyeing-bleaching and Stamping-calendering departments. In other words, the caste hierarchy is largely coterminous with the hierarchy of the mill-departments.

Among the respondents only 2.4% outsiders and 11.9% insiders had agriculture as their first occupation. On the other hand 19.5% outsiders and 60.5% insiders had mill-job as their first job. Thus in terms of occupational background, more than three fourth have experience of urban industrial work.

To sum up, the trade union leaders are, by and large a homogeneous group in terms of language and nativity, but a heterogeneous group in terms of caste and cultural regions. The proportion of non-Gujaratis among the insider is significant but among the outsiders the proportion is very low. In terms of the predominance of the groups like caste, language, religion and region, the leaders are conservative but in terms of their occupational background, they are largely urban-industrial.
In our discussion about the role of trade union leaders, we have emphasized the process of recruitment to trade union leadership.

While discussing the forces which influence the respondents' decision to join unions, we find that the social influence and informal control of traditional groups of caste, community and region are more important. Nearly one half of the respondents have joined trade unions out of informal pressure and influence. The influence of ideology also operates and it was found operative, more among the outsiders and also among the respondents of Lalavta and Maha Gujarat Unions.

The shift in the respondents' loyalty to their unions was examined and it was found that TLA and Sami unions have more steady members than other unions. It was also observed that the two important movements, viz. Maha Gujarat movement of 1956 and movement for dearness allowance of 1964, which had far-reaching impact on the membership of TLA and other unions, were not reflected in case of the present respondents.

Similar to the forces influencing the decision of the respondents to join unions, we have also found that the same factors, more or less influence respondents' decision to be members of the executive committee of their respective unions. Nearly 54.8% insider respondents have become members of the executive committee with some reluctance. We have called them 'reluctant saviours' because many of them felt that in the absence of any body else, they had to bear the cross. More outsiders (58.5%) than insiders (36.1%) have become executive committee members out of their own volition. Three other processes were also mentioned, whereby
respondents have become members of the executive committee. One was absorption by the top-leaders, another was to break away from the union and join another union, where one can make one's importance felt, and the third one was gradual succession, in which the old leaders retire and the juniors take over.

It was found that more outsiders than insiders have longer experience of working in the executive committee. 48.8% outsiders and 27.5% insiders have experience of ten years or more.

Barring the Sarni and Mandal unions, all the five unions were linked with Political Parties and therefore only one fourth were not the members of any political party. But only 11.9% insiders and more than one third outsiders have some positions in the political party.

The insiders' experiences in the mills, in terms of the treatment meted out to them by the managerial authorities was also examined. It was found that scolding and issuing notices/memos were more common than other treatments and nearly one third of the insiders have received such treatments. Fine and dismissal were not so common, though for the respondents of Lalavta and Maha Gujarat unions they were also more frequent.

It was also found that some of the common tactics - fast, strike, gherao, dharna etc. used by trade union leaders, were used, more by outsiders than by insiders. For instance 61.0% of the outsiders and 41.4% of the insiders have participated in strikes, Gherao and dharna were also resorted to by more outsiders
than by insiders (18.1%). Here also, Lalvavta, Maha Gujarat and Indicate unions have more respondents participating in such tactics.

By virtue of their position in the trade unions, trade union leaders also become members of many mill-committees as well as union-committees. From union leadership some also go out into wider field of politics. The respondents of TLA have more opportunities to participate in their union activities because they have many committees and bodies. The mills also have committees and bodies in which insider leaders participate. Nearly two third of the insiders are members of one or more committees in their mills.

It is also possible that, leadership in non-trade union organisation may lead to trade union leadership. Some times, it may be the other way round. In case of local insider respondents, it is usually the leadership in non-union organization which supports trade union leadership. There were 15 caste organizations mentioned by respondents of 31 castes. 28% of the respondents take active part in their caste organisations. Besides caste organizations, there are many non-union organizations like Corporation, Home Guards, Civil Defence, Cooperative Societies, Consumers' Societies etc. and many outsiders as well as insiders are members of such organizations.

The trade union leaders have variety of tasks to perform for their organization as well as for their members. The members have diffused expectations from their leaders. But primarily they bring complaints/grievances which arise during their mill-jobs.
The two main grievances which trade union leaders have mentioned are, unjust treatment and problem of seniority. It was found that many of the complaints—especially those about seniority—had communal and caste base. Some were also the result of inter-union rivalries.

The leaders have to satisfy many extra-union demands of their members. They are of different variety. But in most of the cases, members want leaders to use their 'influence' with other organizations like hospitals, banks, courts, municipalities, government offices, panchayats, schools etc., to either expedite their work or to get them out of some complicated situations. This wide canvass of trade union leaders' activities lead them to make adjustment and seek compromises. In turn, they have to give concessions to other organizations or persons to get concessions for their members. In this way their militancy decreases with the increase in the scope of their activities.

The diversity of tasks and lack of time bring difficulties in family responsibilities. Nearly 1/3 do not find such difficulties. Others feel that they are accustomed to it. Nearly, 2/3 find their families cooperative. More outsiders (75.6%) than insiders (60.6%) have cooperation from their family members. Nearly 60.0% spend an hour or more per day for union activities. This, of course is highly underestimated because many respondents spend more time for their union members than just one hour or more per day. The researchers had seen many of these leaders, spending more time in their respective union offices.
The highly diversified tasks of trade union leaders provide, both strains and gratifications to the incumbent. The strain or loss is not felt by nearly one half of the respondents. Those who feel strains or loss have mentioned harassment by management or rival trade unions. The strains from the demands of the members and their impatient, at times rude behaviour have not been mentioned by many, though they are real. Those who have voluntarily accepted the role and its consequences have reconciled to such a life. Few (22.4%) have thought of giving up the union work. A large majority would like to continue their work.

Is it because of any gains of the role that they want to continue? The gains, according to leaders are more intangible than tangible. Mental satisfaction, self-improvement, and status enhancement are major gains which leaders have mentioned. More outsiders than insiders feel that they have made the above gains. These intangible gains appear sufficiently attractive to make these leaders to continue their role. The tangible gains have been mentioned by few respondents. The non-TLA leaders as well as the ordinary members of TLA have often mentioned that the TLA respondents have many occasions to make tangible gains. How far this accusation is true is difficult to ascertain on the basis of data at our command.

It has to be admitted at this stage that because of the recognised status of TLA, only TLA has the right to officially represent textile workers and enter into contracts and agreements on their behalf. This recognized status gives TLA and its leaders not only responsibilities, but at the same time certain facilities
to play the role of recognized union. This leaves very little effective role for the non-TLA unions. This explains why most of the non-TLA unions resort to court for the solution of their members' problems. It is the diffused expectations of members which provide some activities to these unions, which otherwise would not have survived.

Along with the role of trade union leaders, we have examined their views with regard to various statements. As mentioned earlier, no attempt was made to develop a scale to measure their opinions because that would lead to complicated statistical technique to determine the unidimensionality of the scale. But for the sake of convenience, the statements have been arranged into some clusters.

Some statements relate to the policy of the government and its influence upon the industrial workers. For instance, the leaders are divided on the effects of nationalization of industries. More outsiders (56.1%) than insiders (40.5%) consider that nationalization of industries is not harmful to the workers. Both give rationale for their opinions and it was observed that the outsiders have taken a broader view of the situation as compared to the insiders.

Arbitration which is a part of the industrial legislation relates to the government policy. More insiders (63.7%) than outsiders (43.9%) believe that arbitration is
the best method of settling disputes.

Strike, besides being part of the trade union leaders' armoury, is also governed by industrial legislation. More outsiders (73.2%) than insiders (52.9%) favour its use. It was observed that partly because of the emphasis on arbitration by TLI and a corresponding de-emphasis on strike, more insiders, were not in favour of its use.

Unions should accept a policy of higher production with the demand of higher wages - this was another statement and more insiders (89.5%) than outsiders (63.4%) agreed with the statement. The cleavage between the opinions of outsiders and insiders is indicative of the relatively clearer perspective of the former, because the relation between wages and production is not so simple as is put in the statement.

With respect to the statement about rationalization, more insiders (78.1%) than outsiders (41.5%) considered rationalization harmful to workers.

In the same way, more insiders (85.7%) than outsiders (46.3%) believed that government officials were in favour of owners rather than workers.

About the similarity of interests of owners and workers, it was found that both outsiders (58.5%) and insiders (62.4%) believed that they are not similar.

Outsiders and insiders also largely believe that outsiders leaders are necessary and are in the interest of unions. 65.9% outsiders and 59.5% insiders concur with the view.
Regarding trade unions' link with political parties
53.7% outsiders and 48.1% insiders believe that such a link is necessary, so that workers' problems can be solved easily.

An overwhelming majority of both outsiders (80.5%) and insiders (90.5%) believe that one of the major functions of union is to remove caste-consciousness and to arouse class-consciousness.

As part of the self-evaluation for insiders, it was asked whether trade unions have diminished workers' commitment to work. 77.6% insiders and 51.2% outsiders believe that commitment has not diminished because of trade unions.

To measure the leaders' perception about the need of the union, they were asked whether union was still required, if employers take care of all the interests of the workers, and 90.0% insiders and 82.9% outsiders opined that union is still necessary.

The data regarding opinions of the trade union leaders indicate that, by and large, there is no great disagreement between insiders and outsiders; secondly, the difference appears to be more as a result of the higher educational level of the outsiders and the relative lack of it, on the part of insiders; thirdly, union wise differences are largely due to the different political ideologies as also the size and viability of the unions, and fourthly, both insiders and outsiders have provided rationale for their opinions which suggest that they are aware of the situation.
Theoretically, the study provides impetus to further research in the area of trade union leadership. The study can be repeated in the case of trade union leaders of other industries in the same city or some other industries in other cities.

Treating this as an exploratory study, a study covering trade union leaders of India can be made with the help of questionnaire. Such a quick survey may help provide a fuller profile of trade union leaders and also reveal the variations based on regions or industries.

Since trade union leadership is an interdisciplinary topic, a study covering the three areas viz. social background, leadership role and the opinions can be profitably made by an interdisciplinary team. Such a study might indicate the possible gaps of the present study and help develop some broad theoretical formulations in the field.

Besides these possibilities of replication of the study with varying shifts in the focus, the present study has also indicated in the foregoing pages, various other areas in which further research can be carried out.

Limitations of the study:

No study can encompass all the aspects of the situation it studies. It becomes all the more difficult when the researcher has to work under the constraints of time and resources.

The present study is limited to one particular industry of a particular region. Moreover, it includes only the
registered trade unions and only the formal leaders within these trade unions. Thus the unregistered unions and the informal leaders are omitted from the study. However, the non-registered unions are difficult to locate and if they are viable units they would certainly be registered. The argument about informal leaders is made in the same vein. Thus, the omissions are not so important as to offset the findings of the study.

However, the study is essentially sociological and many other aspects of trade union leadership which psychologists, economists and political scientists may have emphasized are not included. The researcher is also aware that the perceptions of workers and managers of the trade union leaders provide an important dimension of leadership and they are not included in the study.

But in terms of the existing literature on trade union leadership in India, the study tries to cover a broad enough areas of trade union leadership and provides useful data in these areas, and throws new light on the role of trade union leaders.

We are now in a position to suggest some areas of further research:

1. It has been a general impression, strengthened by the repetitious statements of some important trade union leaders, that in Ahmedabad, the labour-management relations have remained peaceful because of the Gandhian policy of non-violence and truth followed by TLA and the pragmatic and wise policy of the mill-owners. On the basis of the records of the past discussions, and exchanges of communication between TLA and AMO, this needs to be reexamined. It seems that a myth is created about the roles of both the parties and only an objective study can help establish the truth.
(2) The role of traditional groups based on caste, community, regions and language has been revealed in the present study. In order to get a clearer picture a study of trade union workers belonging to different unions and different mills may be taken up. Such a study will be able to clearly establish the links between these groups and different unions as also the links between unions and mills. We have noted earlier, the uneven distribution of insider leaders in different mills and in different departments of the mills. Since insider leaders are industrial workers, a broader study of industrial workers will be more profitable and fruitful in establishing the link between the traditional groups and new occupational groups.

(3) We have mentioned the trade union leaders' perception about their cooperation/non-cooperation of their family members. We have also noted the role of joint family and the social norms which enjoin women to be faithful and loyal to their husbands. In the changing situation, when women are also coming out of their narrow world it is worth while to know how far the situation has changed. More often than not, the industrial workers with their background characteristics of low education and low social status, take it for granted that the members of their family willingly accept their role of trade union leadership. It is worth while to know the perception of the members of the family, especially the wives, of the leadership role of industrial workers. Such a study will also reveal the role played by joint family and neighbourhood as also the links of caste and region in this area.
(4) It has been mentioned in the study that the trade union leaders are more like leaders of communities/castes/regional groups. In that sense members come to them for variety of reasons. The diffused expectations of the members require leaders to approach various other formal organizations to solve members' problems. For instance a trade union member who is involved in some irregularities in his mill, wants his trade union leader to extricate him from the situation, or if he is involved in some illegal act and is apprehended by the police, he wants his trade union leader to use his influence to save him from further actions. The trade union leaders have various such tasks in which, in spite of the fault of the union members, they have to request other organizations involved in the situations to give them concessions. In turn, the trade union leaders are also required to make concessions when these organization make requests. We have therefore, hypothesized that the militancy of the trade union leaders is inversely proportional to the scope of his tasks. Such a hypothesis may be examined on a wider and other variables like union ideology, size of the union etc., may also be linked with it.

(5) An important area of inquiry is the inter-union relations. It has been found in course of this study that trade union leaders sometimes perceive more problems from the rival unions than from the management, and in some cases, this may be true also. It has been observed that caste and communal groups have entered into these structures of most of the trade unions. Now these trade unions often have to combine, in order to defeat their rivals. The attempt to seek a common platform may cut across the interest of the
traditional groups of which the unions are made. It will be interesting therefore, to inquire into the interunion relations.

(6) Related to the same theme is the analysis of the grievances of the workers. It may reveal the likely influence of caste and communal groups. It has been noted earlier that some trade union leaders have complained about the injustice done to them or their members in case of promotions, transfers, and getting jobs and their complaint was that such injustice is done on caste and communal lines.

(7) We have noted earlier that the trade union leaders who profess to stand against the injustice done by the management, are themselves drawn into the acts of favouritism, casteism and nepotism and thus perpetuate injustice. It will be interesting to know, the leaders' perception of justice, equality and right and to examine, to what extent they practice the same in their family relations and else-where. It has been mentioned to the researcher that the trade union leaders who fight for increase in wages, act differently when they themselves are in charge of canteen and the problem of wages of the canteen employers are before them.

(8) Finally, there are many language and community groups from which industrial workers are drawn. We have, for instance, the Panjabis, the Sindhis, the South Indians, the Christians, the Maharastrians etc. Trade union leaders from these communities are either very few or not at all, in the present study. It will be interesting to inquire into this area, and find out, why no trade union leaders from these communities are coming
forward and what do the members of the communities do with regard to their complaints.

In the area of practical utility of this study, it gives profiles of trade union leaders, outsiders and insiders. On the basis of these profiles, trade union leaders and trade union members, of the city as well as from outside, can get an idea about how trade unions are organized. Or in other words, to what extent traditional groups are entrenched into these organizations which profess to preach against the very group they are made of. The study also provides profiles of trade union leaders, both outsiders and insiders. Trade union leaders and their followers as also others dealing with trade union leaders will know more about them from there profiles.

The mill-owners, the government officials and experts in industrial relations may also get an idea about the heterogeneity of the trade union leaders, their opinions and views regarding various issues and may also comprehend the changes which have come about among trade union leaders. They may also appreciate the existence of non-TLA leaders, their strength and weakness and in their attempts to solve workers' problems, they may have a clearer perspective of the situation.

And finally, the government may also get some idea about the types of trade union leaders, their background and educational level as well as the ideological orientations, and in the training programmes for workers, it may think of not only including
leaders of various trade unions, but may also change the content of training programme in view of the needs and demands of and skill required by these leaders.