Chapter 3
Research Problem

The research problem of the present study is trade union leadership in the cotton textile industry of Ahmedabad. To provide a background to this topic, we have, in the earlier two chapters, given an overview of the emergence of cotton textile industry, and the emergence of trade unions among the mill-workers of the said industry in the city of Ahmedabad. In the present chapter, we intend to introduce our research problem, the major key concepts, the review of literature, the objectives of our study and its theoretical and practical significance.

Before we introduce our research problem, we will discuss in brief the importance of trade union leadership in the modern society.

Trade unions, as the modern, secular and formal organizations of workers occupy a strategic position in the present-day industrial and industrializing societies. With their numerical strengths these trade unions can stop the wheels of production, upset the balance of power and create disorganization in society. Conversely, they can help speed up production, and thereby add to the economic progress of the society, add to the democratic dimension of the society by playing a constructive role as pressure group of workers, and serve as agent of modernization by structuring and disciplining the labour force.

As a topic of study, trade unions are multi-disciplinary. Economist, Political scientists, Sociologists, industrial relations experts as well as journalists, lawyers and social workers—all
have written about them. But there is a distinct lack of empirical studies of trade unions in India. Barring a few empirical studies, much of what is written is impressionistic.

The available literature in trade unions can be broadly divided into following parts: (a) historical studies dealing with the growth and practice of trade union movement, (b) organizational studies, concerning the structure and functioning of trade union (c) leadership studies involving the role of trade union leaders and (d) membership studies covering the social composition of members and their participation in the trade union activities.

In this study we have tried to focus on the leadership aspect of trade unions. Leadership, in one sense, is a 'parsimonious way of studying an organization' as Tannenbaum (1968:102) puts it, because, it is through the leaders that any organization is 'programmed' and activated. Insofar as the Indian trade unions are concerned, we know that they are essentially leader-centred organizations. For a variety of reasons, the members are very apathetic to them and therefore there is all the more reason to study trade union leadership.

In order to understand the concept of trade union leadership, we shall first discuss the concept of leadership in general.

The concept of Leadership:

Like trade union, leadership too is a multidisciplinary. In his book, 'Leadership Dynamics and Trade Union Leadership',
MacDonald (1959:12-58) has mentioned following approaches to the study of leadership (1) Social Psychological (2) Human Relations School (3) Group Dynamics (4) Sociometry (5) Small Group Research (6) Leaderless Group and (7) Ohio State University Studies.

The approaches mentioned above, largely concern leadership in small groups. The problem of leadership in large-scale, amorphous groups or large-scale formal groups requires a different perspective, and it is necessary to take into account the size of the group as well as its organization.

The early literature on leadership is full of description of leaders as persons with some unusual qualities. On the basis of such assumption, a 'trait theory' of leadership was developed by social scientists, which credited leaders with some traits which were not found in non-leaders, but were universally shared by all leaders. Stoggill who has made a critical review of such studies says: "...numerous studies of the personalities of leaders have failed to find any consistent pattern of traits which characterize leaders". (quoted by Gibbs:1969:227).

In contradiction to trait theory, some believe that it is the situation which makes one a leader. They cite the examples of many war heroes who had become prominent leaders because of the situation.

The present day social scientists, however believe that both personality traits and situational factors are important. Gibbs (1969:246) mentions four variables which enter into the discussion of the term leadership. They are (1) leader's
personality (2) the needs, attitudes and problems of followers, (3) the group itself, in terms of both interpersonal structure and syntality and (4) the situation in terms of both the physical circumstances and the group task.

As leaders, the incumbent of the leaders' position have to carry out certain tasks which influence the behaviour of the members of the group of which the former are the leaders. Tannenbaum (1968:102) mentions three basic functions viz. to define, initiate and maintain the structure of the group. If the group is established by the leaders, then they provide the goals, and structure of the group and maintain it against internal as well as external dangers. If the group is already functioning, the leaders have to maintain it. Sometimes, the leaders do redefine the goals and change the structure of the group to suit the changing situation. To carry out these tasks, leaders need power over members of the group. If the power is vested in the office of the leader, the one who occupies it becomes a formal leader. If the person himself exercises personal influence, irrespective of the power of the position, he is an informal leader. Since informal leaders have only personal power to relay on, their power tends to be less stable and their influence less institutionalized, than that of formal leaders (cf. Etzioni, 1961:91).

Leadership in Trade union:

As we have mentioned earlier, trade unions are the formal organization, though the degree of their formality is less than that of other complex organization, like industry or governmental department. Etzioni (1961) has classified formal organizations
into three types viz. coercive, remunative and normative. In a coercive organizations, conformity to organizational norms is maintained through physical power. In a remunative, conformity is achieved through material rewards like salary and wages. In normative organization, conformity is possible through internalization of norms, and through intangible rewards like status, recognition etc. Trade unions are classed as normative organization. In normative organizations, the leaders and followers are well integrated, with the result that the leadership positions tend to be distributed among the members, on a wider scale, than is the case with the other two types of organizations. Consider the case of a newly emerging trade union. In such an organization, the leader is assisted by a large number of members and many of them share with the leaders, various functions which the former has to perform. In the concept of trade union leadership, therefore, the concept of formal organization is very important, as we shall see in the review of literature.

**Literature on Trade Union Leadership:**

Studies about trade union leadership cover three broad areas: viz. (1) social and personal characteristics of the leaders; (2) their role-attributes, as well as the stresses and strains of the role; and (3) their perceptions, motivations, beliefs, attitudes, values and opinions about different aspects of the industrial milieu.
Since the major orientation of this study is sociological, we shall largely confine ourselves to the review of sociological studies of trade union leadership. Secondly, the emphasis will be more on empirical studies rather than on non-empirical ones.

The objective of this review of literature is to appreciate the major aspects of trade union leadership which have been studied and to link these studies by way of comparison/contrast with the present study.

**Biographical and Autobiographical Studies:**

Biographical studies provide good source of information about trade union leaders. Since biographies are usually written by the friends or admirers of the leaders, very often, they lack objectivity. There are, however, exceptions. MacDonald [1959] refers to John Lewis’s biography by Alinsky and Arthur Deakin’s biography by V.L. Allen as such exceptions.

Autobiographies are more likely to suffer from bias, though they are also likely to be more informative than the biographies. Two prominent trade union leaders of Ahmedabad, Indulal Yagnik and Dinkar Mehta (1968) have published their autobiographies but their political life overshadows their trade union activities. TLA has published some booklets about its past leaders but they are too sketchy to be of much use to the researcher.

**Studies on Social Background of Leaders:**

In the West, and especially in U.S.A., the early trade union leaders had attracted attention of social scientists.
largely because of their (i.e. the leaders) militant ideologies. The trade union leaders had to establish their unions against the powerful employers, who were not sympathetic to such unions, and therefore, they had to be militant in their postures. As early as in 1927, Sorokin, along with his associates, had studied 'Leaders of Labour and Radical Movements in the U.S.A. and Foreign Country.' Based on the personal data provided in 'American Labour, Who's Who, 1925,' Sorokin tried to know whether these labour leaders were born in America or were foreigners. He found that nearly 32.7% leaders were foreign-born. In 1945, C.Wright Mills studied 203 trade union leaders of AFL and CIO - the two national organizations of trade unions - through questionnaire method. He tried to compare the labour leaders of AFL & CIO in terms of age, education, religion and party affiliation as well as their place of birth. He too, found that most of the labour leaders were born in America. In his book, 'New Men of Power,' Mills (1948) had given a critical analysis of various brands of labour leaders, besides the usual information about their social background.

During the early period, when trade unions had not been socially recognized, their leaders were treated more or less as malcontents and it was believed that they were mostly foreign-born, who created disturbances. When it was found that most of the labour leaders were not foreign-born, the focus shifted to their personal and familial characteristics.
Koeing (1941) made a study of 44 leaders of AFL and CIO and concluded that all except two of these leaders had come from working class and only three had some college education.

Imberman (1950) made an impressionistic study on the basis of his experience of working with 249 labour leaders of 42 unions. He concluded that of these 249 leaders, as many as 211 were either divorced, separated or living with women other than their wives. He also concluded that because society had not recognized them, they had become frustrated and, therefore, they were instigating workers.

As trade unions came to be socially acceptable, there were attempts to show trade union leaders as satisfied rather than frustrated persons. Kyllonen (1951) studied 116 active unionists and concluded that they were persons who had made some gains in life, had higher production rate than other workers and were satisfied with their jobs.

Based on 150 interviews of local leaders of 20 unions, Strauss and Sayles (1952 & 1953) have analyzed the occupational background of local-level leaders and concluded that most of them had come from highly paid group, were more skilled and more senior.

Landsberger and his associates (1964) have studied the 'Chilean Labour Leaders' on the basis of 231 interviews of blue-collar leaders. They found that most of them were not 'drifters', i.e. they were steady in their jobs, and were not the malcontents.
Thus, the studies about social background of labour leaders, in U.S.A., found them to be foreign-born and malcontents in the beginning but later on, they were found to be workers who were steady in their jobs, were more satisfied, and had higher rate of production than other workers.

Unlike the studies about U.S.A. labour leader, empirical studies about Indian trade union leaders are not many. 'Trade Union Leadership in India' by Punekar and Madhuri (1967) is the first of its kind. Based on the information gathered by interviewing 360 trade union leaders, mostly from Western India, the book provides basic information like age, sex, education, caste, religion etc. about these leaders. The book also provides information about the trade union organizations to which these leaders belong. In spite of the use of interview technique, the data presented in the book are not so rich as they ought to be. A similar study is by Mathur (1967). Based on the personal interviews of 298 office-bearers of 57 unions, mostly from Northern India, Mathur has made a distinction between the rank and file leaders and non-worker leaders, and has discussed their social background.

Unlike the broad sweep of studies by Punekar-Mathuri and Mathur, Sheth and Jain (1968) have limited their studies to leaders at the local level. Based on intensive interviews of 25 worker-leaders, the authors have gone beyond the social background analysis and dwelt on the process which draws workers to be members and eventually to be leaders of their unions.
In a recent study by Jaspal Sangh (1970), 300 leaders representing 134 major unions in seven towns of Panjab, and neighbouring union territory of Chandigarh, were studied through personal interviews and some basic data about sex, age, kinship, religion, caste, region, rural-urban background length of residence, education, income and languages known, were collected. He finds that caste, religion, etc. are not so irrelevant for the trade unions, as some of their leaders would like to believe. Curiously the author describes trade union leaders' role as a 'deviant role' because most of them have deviated from their main role and accepted a side-role.

**Studies on Leadership role:**

Another area of interest is the analysis of leadership role. It involves the tasks which leaders have to perform and the strain that they experience in the process.

There seems to be a significant lack of studies in U.S.A on the tasks of the trade union leaders. This may be partly due to the fact that the union leader's role is very specific and he carries out the functions which are expected of him. There is a study by Karsh and others (1953) in which the role of an union organizer is discussed, but the study reports the process of union organization which is only one of the function of union leader.

Not all trade union leaders have the same role. The Negro Union official represents a different role and is studied by Koruhanser (1952). The study, which is the result of a case
study of an union, focuses upon the need of Negro leaders, not so much as trade union leaders but as liaison leaders. In a country where labour force is divided into ethnic groups, the role of such ethnic leaders is very important. Another study by Greer (1953) on 'Situational Pressures and Functional Role of the Ethnic Labour Leader' focuses upon the 81 ethnic leaders of 20 local unions. With the help of interview technique and Greer comes to the same conclusions that these ethnic leaders are representatives of their ethnic group rather than representatives of all workers. He also points out that many of the ethnic leaders are appointed rather than elected, which indicates their close liaison with the office-bearers of the union who have appointed them.

The internal democracy of trade unions has been a major area of interest in U.S.A. This is because of Michel's famous study of 'Political Parties' (1949) in which he has expounded his well-known 'Iron Law of Oligarchy'. According to Michel, leadership in political parties and trade unions tend to be in the hands of a few persons who, by various machination maintain their hold and do not allow others to enter that group.

Since trade unions exist as a symbol of protest against the authoritarian power structure of management, this criticism of Oligarchical rule can not be easily swallowed by trade union leaders. They want to appear democratic in the eyes of their members. Social scientists have also taken note of this compulsion for democracy in trade unions. 'Union Democracy' by Lipset and his associates (1956) is a classic study of a typographical
union in which something like a two-party system is institutionalized. But such cases are exceptions.

Other studies on the same topic are: Taft (1944), "opposition to Union Officers in Election", Ginsberg (1948d), "American Labor Leaders; Time in Office"; and Steele (1951) "Tenure of Leadership in the American Flintglass Workers' Union". Taft's (1944) study is based on union records and he finds that between 1910 to 1941, 634 officers out of a total of 764 were elected unopposed. Ginsber's study is based on leaders of ten unions and he concludes that union leaders remain longer in office and come up to the higher post at a relatively young age. Steele has examined the union records of the Flintglass workers' union and concluded that leaders remain in office for a long time.

Landsberger and Halin's study (1961) "A Problem for Union Democracy; Officers' Attitudes Toward Union Members" focuses upon the theme of union democracy from a different angle i.e. how do leaders view their members? Based on a study of 166 union officials, the study concludes that officials do devalue members and do not treat them on the basis of equality.

The problem of role-conflict has been highlighted in many studies. Usually two types of conflicts are referred to: The conflict between family responsibilities and union-activities has been mentioned by Gouldner (1947) and Imberman (1950). Gouldner, in his study of active unionists finds that they experience intense conflict of the above type. Imberman's study mentioned earlier in this chapter, also refers to the family
disorganization which results out of leaders' union activities. The second type of conflict arises when trade union leader negotiates with the management on some aspect of industrial conflict. When he negotiates, he comes to think of the industry as a whole and he feels that the sectional interests of the workers need to be restrained in the larger interests of the industry. Selekman (1946), in a non-empirical article refers to this conflict. He says that if the leader asks workers to look to the larger interest of the industry, the latter call him a 'turncoat' and he might lose confidence of his members. If he takes a pro-union stand, the management terms him as irresponsible.

Indian studies about trade union leaders' role are rare. The type of tasks that the leaders perform and the way in which they come to assume their role, are hardly the topic on which anything is written. In Punekar-Madhuri's study mentioned earlier, the problem of role-conflict is taken note of. According to the authors, the family members of the trade union leaders have a favourable reaction toward the activities of the former.

Sheth and Jain (1968b) have tried to discuss the process through which workers had come to be trade union leaders at the local level. They also find that the conflict between the leaders' family responsibilities and union activities was not there.

In Indian context, the much discussed roles are those of insiders or worker-leaders and outsiders or non-worker leaders. Beside Mathur (1967) who has tried to provide a comparative analysis of outsiders and insiders, with respect to their social background, there are many non-empirical studies (Cf. Mathur; 1968,
in which the authors have discussed that the outsiders largely come from middle class background, and because of their political ideologies, they also provide a distinct political colour to their unions.

The third area is the one which deal with the values, opinions and attitudes of the trade union leaders. Along with the social background information, many studies include some questions on the opinions/attitudes of trade union leaders. Nadell (1948) has studied 13 labour leaders through intensive interview technique and collected biodata of 32 other officials. He concludes that labour leaders favour capitalist economy, equitable distribution of economic rewards and collective bargaining as a form of union instrument. Formisauer (1960) have tried to know perception of labour leaders about community power structure. Using a questionnaire technique, they have studied 39 labour influentials and concluded that these labour leaders donot find managers as a group, working against labour, though labour is not adequately represented in the community power structure. Miller (1966 a and 1966b), in two separate articles has tried to study job-satisfaction and 'job-attitudes' of leaders of 73 national unions with the help of a questionnaire of the 550 labour leaders, only 192 responded and out of them only 171 were correctly filled. (Insidently, this shows the limitation of questionnaire method in case of trade union leaders. In case of the studies mentioned here, a large number have used interview technique). About job-satisfaction, Miller concludes that lower-level officials tend to be more dissatisfied than the higher
level officials. In case of job-attitudes his conclusion is that at higher level, the labour leaders are 'inner-directed' and at lower level they are 'other-directed'.

In a study comparing the value system of labour leaders and managers, England and his associates (1971) found that labour leaders tend to be moralistic whereas managers tend to be pragmatic.

In India, Punekar and Mathuri (1967)'s study included trade union leaders' views about the present state of labour movement, quality of leadership, inter-union relations, arbitration, code of discipline, and labour policy of the government. Mathur (1967) and Sheth and Jain (1968 b) have also mentioned the opinions of their respondents with respect to outsiders in trade unions, types of settlement machinery, reasons why workers do not participate in the unions, the conflict of loyalties between union activities and family responsibilities etc.

The above brief review of the literature on trade union leadership is intended to provide the issues which are raised by the researchers and the varying emphasis placed on different aspects by them. It becomes clear that broadly the three areas viz, social background of leaders, leadership role, its tasks and its strains and values, beliefs and attitudes of leaders would give more comprehensive picture of the various facets of leadership. As we have seen, there is hardly any study which covers all the three aspects. The present study attempts to include all the three aspects in case of trade union leaders of one particular industry, viz cotton textile industry of Ahmedabad.
The Research problem

This is a study of formal leaders of trade unions in the cotton textile industry in Ahmedabad. On account of constraints of time and money, this study had to be delimited. We, therefore, decided to study trade union leaders of cotton textile industry only. Moreover, in terms of geographical regions, we have refrained from becoming too ambitious to include wider area and instead limited our inquiry to Ahmedabad city only. But in this delimiting the industry and geographical region, we have been able to see the problem in the context of some significant historical perspective which would have been lost, had we widened our boundary of industry or region.

Ahmedabad, as we have discussed in chapter one, is famous for its cotton textile industry. It is a major industry of the city and therefore the city was once called the 'Manchester of India'. The major trade union in the cotton textile industry and the first to be established in that industry - the TLA- has a history of its own, as we have observed in chapter two. But we have also found that the much-too-frequent attention to TLA and its functioning has inadvertently resulted in neglecting other trade unions, however small, and thus preventing a balanced picture of trade unions and their leadership.

It may, however be mentioned that all trade unions, registered at the time of this study, namely 1974-75, have been included in the present study.
The trade union leaders included in the study are formal leaders, i.e. those who occupy positions in the executive committee of the unions. As noted earlier, Etzioni (1961: 89-91) has mentioned that in any formal organization, power is vested in the various offices of the organization and those who derive their power by virtue of being incumbents of various positions are called formal leaders. There are informal leaders also, who derive power, not from any office of the organization but from their personal influence. Some of these informal leaders may occupy positions in the organizations and become formal leaders also. But informal leaders' personal power becomes unstable and less institutionalized in the structure of the formal organization. We have, therefore chosen to study the various aspects of leadership with reference to formal leadership only. Further, determination and focusing of informal leaders in any organization presents peculiar methodological problems.

The decision to include only formal leaders would obviously leave out some informal leaders who may be actively participating, directly or indirectly in the various activities of the trade unions under study. Moreover, all formal leaders, although they occupy certain formal positions, are more or less, what we may call, nominal leaders and yet they are included in the study.

However, the gains of this approach seem to outweigh the limitations that it imposes. For instance, being formal organization, trade unions have to deal with other formal organizations like management and government. In such cases, only the formal leaders have the right to represent the trade unions. Therefore the charismatic and active informal leaders cannot afford to remain
outside the perview of trade union organizations. Moreover, the nominal leaders are also expected to carry out the tasks inherent in their positions. Such an inevitable demand is likely to make nominal leaders to assume the sort of real leaders or be allowed to be weeded themselves out.

Objectives of the Study:

The major objectives of the present study are to examine (1) social background of the formal trade union leaders in the cotton textile industry of Ahmedabad. (2) the leadership role that they have to perform, its tasks and its strains and (3) their opinions about certain important aspects of industrial milieu.

The trade union leaders are representative of workers. As representatives, they are expected to roughly conform to the social composition of workers. But at the same time leaders are something more than their followers, and in that sense, they are expected to be different from their followers. From this viewpoint, an understanding of their social background will provide useful information about the leaders. In the present study, an attempt will be made to examine certain social characteristics such as caste, region, religion, linguistic groups and rural-urban background. Since the general notion is that, Ahmedabad workers and their leaders are less cosmopolitan than those of other industrial cities, this information will be useful in examining this prevailing notion. We shall also examine occupational background of the leaders in order to determine whether they come from agriculture/non-agricultural occupations.
Some of the personal characteristics of leaders, like age, sex, education etc., will also be taken into account so that we know whether the leaders are young or old, educated or semi-educated, what is the proportion of female leaders as against the male leaders, etc.

Since a large number of our leaders are insiders, that is, workers actively engaged in mills, we have intended to include information regarding the mills and department they are working in, the duration of service in the mills etc. We have also intended to see whether there is any relation between the departmental membership of the insiders and their castes.

With regard to the second objective our intention is to first discuss the process through which these leaders, both insiders and outsiders, come to join their unions. We also intend to see whether the process is different in case of different unions and in case of outsiders and insiders. To know this, we intend to inquire into the reasons why these leaders became members of the unions, why they change unions, if they do, and how they became members of the executive committee. We also wish to know whether political background and trade union leadership are related and if so, what extent. The study will also examine their membership in political parties and positions they hold in them.

The role of trade union leaders means carrying out tasks expected of them by the members. We have noted earlier that this aspect is not given the attention it deserve. In this study, we intend to study the variety of tasks these leaders perform for
their members. We want to see whether the outsider/insider differentiation makes any difference in the type of the tasks they perform. We shall also see whether there is any difference on the basis of unions to which the leaders belong.

The tasks of the leaders bring us to the discussions of the strains of their role. Unlike the earlier studies which have examined the strains in terms of the role-conflict between the leaders' family responsibilities and union activities, we shall see whether the strain is due to role-conflict or lack of time.

We shall also examine whether the leaders also think in terms of the gains of the leadership role, as against the strains.

Finally, we shall also attempt to investigate their opinions regarding nationalization, rationalization, arbitration, outsiders' role in the union etc.

It should be mentioned in this connection that the above mentioned objectives have to be realized with respect to formal leaders in different unions, who obviously follow somewhat different political ideologies and profess adherence to certain preferred ways of resolving industrial conflict and for advancing welfare activities of the industrial workers in general. Similarly, given the usual lower level of educational background of industrial workers and the leaders coming from their ranks and file, it seems necessary to carry out our analysis separately for insiders and outsiders. In short, an attempt will be made in this study to realize the various facets of the major objectives of this study separately for (1) insiders and outsiders and (2) belonging to different trade unions.
**Significance of the study**

Although the present study is limited to one particular industry and region, there is a potential for its generalizations and conclusions to be applied outside this industry and region. This is because, the study includes not only TLA, which has pronounced regional characteristics but are other registered unions in the industry. Many of these unions are part of the central organization and in that context also, this study has wider implications. Moreover, as trade union leaders, Ahmedabad leaders are not peculiar. They share with other trade union leaders in the field, certain common characteristics. For instance, the network of caste, region and community which is found among Ahmedabad trade union leaders; is not completely absent elsewhere. At the same time the diversity of tasks which Ahmedabad leaders have to perform is not likely to be a feature peculiar to this region. So the study can be profitably used as a model to understand the behaviour pattern of trade union leaders in general.

Furthermore, unlike other studies noted in the review of literature, the present study attempts to cover all the three areas of trade union leadership. Such a broad coverage provides a comprehensive profile of trade union leaders in Ahmedabad. Similar studies in future are likely to benefit from the profile of trade union leaders in this study, and may consequently lead toward the development of various theoretical facets of Indian trade union leadership.

In past, the concept of trade union leadership has not been developed adequately. Except the impressionistic account of outsiders, we know very little about the insider leadership. The present study attempts to provide first-hand description of insiders.
of various types. This may help us sharpen and redefine our concepts of outsiders and insiders. Moreover the study also utilizes the concepts of real and nominal leadership, and the concept of 'reluctant saviour' in case of insiders. Besides this, the theory of 'role-allocation' developed by Sieber (1974) has also been applied with reference to the leadership role.

Though the study does not attempt to formally test any specific hypothesis, it has been a hypothesis-generating exercise and hopefully brings out some significant problems of research in the area of trade union.

Thus, the approaches followed in the present study may not only attempt to operationally clarify and sharpen certain concepts but also attempt to provide a comprehensive, descriptive as well as analytical, to the extent possible, picture of the social background, role, tasks, strains, opinions, etc. of the formal trade union leaders, both insiders as well as outsiders, who are very likely to be associated with such activities at regional and national levels.

In terms of practical significance of the study, we feel that it can be useful to the trade union members and their leaders in Ahmedabad, in particular, in that they may be able to discern from the study, strength and weakness of various trade unions and their leaders.

In the field of industrial relations in Ahmedabad we have, so far seen the importance given to TLA. The present study provides a corrective to this one-sided picture and gives information about the other unions and their leaders. Experts involved in resolving industrial disputes and maintaining industrial peace will be able to find the significance of TLA vis-a-vis non-TLA unions.
At present, the government tries to increase workers' participation in management. It also wants workers and particularly, their leaders to be trained, and for that, it has started training programmes for them. The profiles of trade union leaders, provided in this study, their personal characteristics, social background, and various other details indicate the area in which training programmes for the trade union leaders can be organized on a sound basis.

In the next chapter we shall discuss the methodology adopted in this study.