According to Munson (1970) trade unions need be looked upon as self-serving organizations, as having goals that are functional for themselves and not others, goals that emerge from the interests of members. He delineates three types of trade unions: (1) those that depend on internal source of strength, namely membership allegiance, for their survival and functioning identified as member-centred trade unions; (2) those that depend upon an outside organization such as management or government for their survival, and effective functioning, identified as dependent trade unions, and (3) those that depend on the outside political party for their survival and functioning, identified as political unions. Munson argues that the environment in India has been congenial to the development of political and dependent unionism and averse to the growth of member-centred unionism. Trade unions in India have emerged and developed under a particular socio-political context.
including employers' hostility, protection from the Government, the special characteristics of Indian workers and leadership patterns.

In India, the outsiders viz., social or political workers' initiated trade union activity to prevent the exploitation of the industrial workers, as illiterate, backward, heterogeneous mass at the hands of the employers and even today most of the trade unions of industrial workers have such outsiders as top union leaders who mostly belong to politically aligned central trade unions.

Even today outside leaders head most of the trade unions as workers generally tend to be apathetic with respect to trade unions. Again in India any seven persons can form a union and government gives legal protection to all the trade unions. This phenomenon as also the association of union with political party, has given rise to multiple trade unions in most industries. These trade unions are always competing with each other for membership as well as for the recognition from the management. So most unions do not have support of the majority of workers, they depend on outside source such as a political party for their survival and functioning as trade unions.

Trade unions in India have depended on the government and its legal machinery. Employers, in general, are hostile towards unions. The method of collective bargaining is not taken seriously by most employers. They tend to
give, it only lip service, so often the workers' problems, taken up by the trade union, do not get solved through negotiations but in the labour courts and tribunals. Some trade unions survive and succeed mainly because of the support of the government. Even the majority union takes the help and support of the government particularly when aligned with the same political party as the party in power (INTUC). Similarly some trade unions, especially those that emerge as stooges of the management survive and thrive because of the help and support they get from the management.

Indian trade unions are often expected to perform a variety of functions in relation to the society at large. For instance, they are expected to help management in raising productivity, to enforce discipline among workers, to provide education and welfare of workers, to maintain industrial peace and provide help in national plans for economic stability and growth (Munson; 1970; Sheth; 1977).

As has been shown in previous chapter, bank officers' trade unions keep themselves away from politically aligned trade union federations. They have also retrained from dependence on management. In this context, I propose to examine in this chapter the major activities and functions of the unions under study.

Presenting a model for member centred trade unions, Munson (1970) shows three types of functions of trade -
union leaders: (1) Activities related with its survival as an organization: to organize, maintain and manage the union organization so that it becomes a source of strength. (2) To use this strength and power in relation with the management: to take individual grievances, to prepare and conduct negotiations, to take trade union action to bring pressure on the management to solve issues presented and thus get benefits from the management in serving the job-related interests of members. (3) To give direct benefits to the members.

The organizing drive launched by a union illustrates the first function. Representation of grievances of individual members to management and negotiations on common demands fall in the second function and organization of cooperative credit society or cultural activities illustrates the third function. Munson has seen activities developed in the union in this framework. In the present study I have used a slightly modified framework looking upon a union as a voluntary organization in a democratic society.

In a democratic society, trade union is a voluntary organization of workers/employees. Its main objective is to articulate, protect and promote the interests of its members as workers/employees. It is an interest group in industry and the society at large. The major functions a trade union has to pursue are as under:
(1) to survive and continue as an effective organization.

(2) to satisfy members' interests.

(3) to bargain with the management and exert pressure if necessary.

(4) to interact with other interest groups: unions, management, government, political parties etc.

(5) to serve the wider society.

The functions and activities of officers' unions are analysed, in the light of the functions mentioned above.

I. FUNCTIONS IN RELATION TO UNION:

Activists of these unions, particularly at Unions A and B clearly visualize that the union has not only to survive but to consolidate itself as an organization so that it can serve effectively the job related interests of members. They realize that their strength at the negotiations depends on the strength of their organization. It is shown in the previous chapter on the emergence of officers' unions that they have emerged in response to the need to deal effectively with the other two organized groups between which they were sandwiched, namely the top management and the award staff union. Again, Officers' unions do not get protection under
the Industrial Disputes Act; founder activists perceived that the unified organization was their only protection against victimization by the management. Hence from the beginning activists have been keen to build their union as one solid organization.

Organization building is considered such an important activity by these unions that one office bearer namely the organizing secretary is especially entrusted with the job. Also the managing committee at its every meeting discusses organization matters invariably. Every decision that the union takes, its implications for the unified organization are considered explicitly.

To ensure survival and unified organization, unions A and B enroll all the potential members within the union. This is one of the considerations behind keeping separate from the politically aligned central trade unions. Neither activists nor members appreciate the emergence of rival union. The emphasis on democratic practices also ensures survival and effective organization.

Organizing drives and formal as well as informal network of communication with members are the established techniques these unions follow for keeping up their organization.

**Organising Drive**

'Organising drive' in the sense of enrolling new
membership, collecting dues is a routine activity with the established unions A and B, while it is the main activity at present with the rival unions CX and CY. Union CX trying to retain membership while the new union CY trying to enlist membership.

However, organizing drive in the sense of meeting members, knowing their problems, informing them about the developments, the gains achieved as a result of union efforts, is a type of union activity continuously entered into by all these unions, to a greater or lesser extent. Union CX ignored organization building and developed as dependent (on management) union. But with the emergence of the rival union CY, it became hectically busy with the task of retaining membership and keeping up the organization.

Even for the established unions like the unions A and B consolidating the union organization and keeping it intact as one unified union happens to be a recurring concern.

For example during the national emergency (1975-77) it became the major pre-occupation with these unions as all other unions in the country. After the lifting of the emergency, the government and the Indian Banks Association tried to ignore these unions, and putting aside the tradition of bilateralism, decided to implement unilaterally
the Pillai Committee recommendations on rationalization of officers' emoluments and service conditions. On such occasions, the officers' unions indulged in show of strength to demonstrate their unity and vitality. Again in the past at the union A, when the award staff union tried to enroll officers as members, keeping up the organization in fact was important concern for the union.

COMMUNICATION WITH MEMBERS:

Communication with members is very much emphasized by these unions. More at the union A, but also at the unions B and CY. Union CX did not much care for it until the emergence of the rival union Cy, but lately has started keeping contact with the members. Formal channels of communication with the members have been established and certain practices have been institutionalized in these unions. Publishing regular union magazine (Unions A and B), sending circulars to members, arranging frequent meetings, for the members: all these communication devices keep members informed and interested in the Union.

SENDING CIRCULARS:

These unions send circulars to members fairly frequently, nearly sixty or more circulars are being sent to members annually, more circulars are being sent by the Union A then B and CY. The union CX also has started using frequently this practice with the emergence of a rival -
union. Through the circulars the members are kept informed about latest news and developments that take place in the union. Flow of circulars is fast and frequent enough whenever some significant event takes place in the union, such as trade union action programme. At the Union A, in the past, the award staff union made efforts to enroll officers as members, or when a case of indiscipline in the bank involving officers as well as the award staff took place, it turned out to be a 'circular war' between the award staff union and the officers' union. Practice of sending 'ceremonial' circulars also is established, circulars are sent to welcome new members; new year, which is different for members belonging to different region-region, greeting circular is sent to members; Circulars are sent to congratulate members on promotion as well as assuring help to those who may have been deprived of it. Not just the members, even the award staff union and the management know through these circulars the issues that are uppermost in the mind of the union and its mood.

2. UNION MAGAZINE:

Union magazine is being published regularly by the unions A and B. For example Union B magazine has varied recurring features such as President's message, general Secretaries' notings, letters from members, articles of professional interest as well as features such as - 'humourously said', 'I don't know', Bankers A, B, C, Modern
dictionary, jokes and quiz, etc. This features, subtle sarcasm and good humour bring out the reality and truth about officers' work as well as problems and are read with interest by members as well as top management functionaries.

3. MEETINGS FOR MEMBERS:

Meetings for members are arranged fairly frequently, four or five times a year at the Union A, less so at the Unions B, Cy and Cx. Meetings are arranged for members in the metropolis whenever any need for communication arises, e.g. after the meeting of the federation level managing committee, after the negotiation session, before and during trade union action. Meetings are also arranged when federation or confederation activists visit the region. Also - meetings are held to bid farewell to a departing Chief executive of the bank or welcome the incoming one.

Again occasions for informal communication are equally tapped. Apart from formal communication channels, the activists keep communicating with members by freely talking about banking affairs and the unions on the shop floor, in the union office and wherever they happen to move 'on bank business.'

It is through these channels of formal and informal communication that the activists try to know the mind of the members and positively orient them towards the union and
ensure organizational unity in the process.

**KEEP MEMBERS INVOLVED IN THE UNION:**

Activists are vigilant and keep members not just informed but they try to involve members in the discussions on important issues at the union office or on the shop floor. The Union A, particularly makes special efforts to see to it that all members remain involved and that defeated or past activists do not in any way become alienated from the union. Those who are capable and willing to devote time are brought together in the central office and main branch or other branches of the bank in the city. This ensures continuous availability of activists for the union.

Again in order to build up solid union organization, not just the region level union but also the zonal units are strengthened, so also are the federation and the confederation organizations.

**II. FUNCTIONS IN RELATION TO MEMBERS:**

The central function to be performed by these unions (Namely A, B, C) is the basic trade union function, namely to articulate, protect and promote the interests of members as employees against employers and others. For example the constitution of union B proclaims its main function to be "To organize and unite supervisory officers
employed in the bank (in the region) and to regulate their relations with the management, establish, improve, maintain and protect all and every of their conditions of service both individual and collective." To listen to the problems and grievances of members and solve them by representing these to the management are the main activities with these unions.

However over and above these strictly job related activities, these unions have to a greater (union A) or lesser (Unions B, Cx, Cy) extent developed other activities beneficial to the members, in order to serve the members better and keep them interested in the union continuously.

Some of the activists at the Union A explicitly mentioned during interviewing: "We develop and strengthen more activities beneficial to members in the union itself. Tangible economic benefits (achieved at the negotiation table) cannot be given frequently and uniformly to all members. Hence, the other activities we develop help to keep all the members interested in the union, and help develop fraternity among the members." It is observed particularly at the Union A, it has resulted in the development of 'we feeling' and 'sense of belonging' for the union among membership.

All these unions have mentioned welfare activities in their constitutions, for example, Union B constitution mentions the welfare function as "To establish fraternity
of members and promote Social, Cultural, Economic Welfare of its members.

Union A has developed number of such activities. It has published number of publications useful to its members on their job, for example booklet on closing, codified index of circulars sent by the top management to the officers in the bank, when advances to the new unchartered rural areas were first taken up, union conducted one small area survey and gave guidance to its members in a new type of bank business. It runs coaching classes to assist members, even 'potential members', at the time of promotion as well as conducts training classes for the development of other faculties of its members e.g., public speaking, conversational English, under its 'study circle activity'. Lectures and discussions on themes of varied interests are arranged occasionally. Members have highly appreciated such educational professional activities.

It runs a cooperative credit society since 1972, for its members. General Secretary is the ex-officio member of it and it is managed by an elected committee. Some 1125 members were its members last year, and most of these use the facility for taking loans as well as depositing money. In order to promote saving drive among the members, the society gave a silver mudra as a gift to the members who placed deposits with them. The society has deposits to the tune of twelve and sold lakh Rupees from the members and
has made advances upto Rs. 20,85,000 (including loans against fixed deposits) to the members. It earned a net profit of Rs. 93,334.55 last year. With such rapid growth it would become fully self-reliant within few years. Credit Society of the union gave festival advance to its members when the bank stopped the practice during the emergency.

In order to provide a sort of insurance to all the members it has started since last (1977) year welfare programme known as 'the benevolent fund scheme.' The purpose of the fund is to provide immediate financial assistance (to the tune of Rs. 5 to Rs. 5 thousand) to any member or his family when such a need arises, either because of premature death or prolonged illness or any other severe disability of the member. Three members in the first year have been given such an assistance.

Union A has started since two years its cultural wing, under which it organizes cultural programmes for the members.

The union awards prizes to the children of the members who secure maximum marks in the public examinations. Again, it often gives new year gift or diary to members, arranges social get-togethers three-four times a year for its members, e.g. Diwali, New Year Day and other welcome farewell functions.
All these activities involve the members continuously in the union and develop 'we feeling' among them. Activists at the union A are shrewd enough to develop multiple welfare activities for members and at the same time strengthen the union organization. For example when the Union A - started cooperative credit society in 1972, members took the advantage of new the facility provided to them. However in order to become the member of co-operative credit society, it was necessary to clear all the arrears in the union fee as well. Thus by offering direct benefit to the members the Union ensured fully paid membership as well. The rapid success of Credit Society has encouraged the activists in charge of it to develop cooperative consumers' society already begun in an intermitant way.

Again the new social welfare fund activity started by the union A insures all the members. Members like to continue union membership till they are in the bank job on account of this. Again this activity gave added financial support to the Union. An increase in the membership fee from Rs. five to ten per month is associated with the new activity which needs more funds. Activities of this type make the union a secure stable organization, minimises the sound financial base, impact of the threat from the rival - Award Staff Union or a possible challenge from an opposition within the union itself. Again they help achieve unity which is the foremost requisite for a union to function in an independent and effective way. Thus by serving the -
members the union organization serves itself.

Union B has started few such activities. It distributes useful literature to its members about their job or at the time of promotion, runs coaching classes for officers, particularly 'potential' officers like the - Union A. In the past, it frequently arranged social get-together type of programmes for its members and even gave New Year gifts to its members occasionally. However, present team of core union office-bearers emphasise mainly the job related trade union activities; for want of time but more, because of the fact that their image of the union is that of a service agency, a business union which offers assistance to members with respect to their job related problems mainly.

Union A gives high priority to activities other than strictly job related ones. The activists as well as majority of its members at the Union A perceive their union as not just a trade union but social welfare group and a fraternity. At the union B, majority of the members want their union to develop various 'Welfare' activities. However, majority of the present activists perceive their union as strictly a trade union and lay stress on serving mainly the job related interests of the members. So the Union for majority of the members remains a service agency, and not a close social group and a fraternity as at the Union A.

Union Cx remained a dependent union until recently. It has emphasized not just job related trade union -
activities but such other professional activities which the management appreciates. It used to hold seminars on the themes of professional interest at its annual conferences, wherever the top management functionaries remained present and participated. 'Coaching classes' were arranged for the members occasionally. However other welfare activities were not considered important by the union Cx. A gap between the activists and rank and file prevailed at the union, which made the members dissatisfied and this became one of the factors for the emergence of rival union Cy. After the emergence of a rival union, Union Cx tries to satisfy members by arranging social activities and keeping contact with them. Rival union Cy is at its formative stage, busy consolidating itself as a trade union. Even so it believes in the development of welfare function and has developed a few such activities as coaching classes etc.,

III. FUNCTIONS IN RELATION TO MANAGEMENT:

Negotiation and collective bargaining is the main activity of these unions (A, B, Cy) in relation to the management; by this, they serve the job-related interests of its members which is the core function for a trade union.

Unions A and B (also Cx until recently) solve individual grievances and other problems of members by meeting the regional level management every fortnight (Unions A, B) and also when needed, by taking the appointment of the
respective management functionary, Union Cy is not formally recognized by the management, however it tries to solve the problems of the members by meeting the management informally.

Problems of the members, such as bonus, Dearness allowances which are of collective nature are taken up at the level of the federation, which negotiates with the top management in the bank, however activists (one or two) from all these regional level unions are there federation level negotiation committee, and are fairly active also.

Industry wide problems of bank officers are dealt with at a still wider level that is, at the level of the Confederation where broad policy or guidelines with respect to the job-related issues are decided upon by representing them at the level of the Government and/or Indian Bank Association.

For example, standardization of the salary structure and service condition of all the nationalized banks. On the basis of broad policy framework arrived at, individual federations, negotiate with their respective bank managements. In general, these unions experience long delays in arriving at the negotiated agreements, and afterwards, in the implementation of the settlements at all the namely region, federation and confederation levels. It is this that drives them to militancy.
Officers, are, as such, part of the management and fulfill management functions in their workplace vis-a-vis the staff subordinate to them. Hence, they do not see any antagonism vis-a-vis the top management; rather, they are prepared to co-operate with the top management on professional matters. These unions have offered suggestions to the management on live issues of the banking profession such as priority sector advances, management in the customer service, restructuring of the organization of the bank, etc. The constitutions of these unions explicitly mention usefulness to the bank to be one of their concerns. For example: the constitution of Union B wants "to promote harmonious relations between management and members." Union A wants "to develop in its members high sense of responsibility in the discharge of their duties." Union C also wants "to promote objectives of nationalization."

These unions employ constructive and positive approach while meeting the top management. Activists of these unions emphatically say that they make 'reasonable' demands, put facts in support of their demands and convince the management to solve them. Thus, by direct talk with the management in a respectful, rightful ways, they try to solve the problems of its members. They do not bring undue pressure on the management (never blackmail it). It is this approach which differentiates their unions from the other unions, particularly the union they have in mind is the award staff union.
However when problems do not get solved in this way or are delayed for long, these unions have to bring pressure on the management to arrive at a negotiated settlement of the problems presented. It has to bring pressure on the management by various ways: convey message to the management how much the union is determined with respect to the solution of the concerned issue through member-officers who are close to the top management, through resolutions at their managing committee meetings, or putting the message in the circulars meant for the members; or through sarcastic comments, 'comics' and 'quit zs' (Union B excels at this) in the union magazine, or threat of direct action or as a last resort only, through resorting to direct trade union action do the Unions demonstrate their strength.

Failing such tactics trade union action programme is given in order to bring pressure by these unions. In the beginning these unions did not much approve of trade union action, and tried to solve the problems for officers only by representing them to the management. Their responsible and high position in the bank, coupled with their high social and economic status in the wider society made them behave this way.

However they realized that the management would not listen to them without any 'pressure' being exerted show of strength. Majority of the officers' unions had to resort to trade union action, such as work to rule and non-cooperation with the top management, before they could get their -
legitimate problems solved through bipartite settlements. However bank officers' union except the Union A had not resorted to strike - token or indefinite- until recently.

Again, the efforts of the government and the management-Indian bank association-to implement unilaterally the Piled Committee Recommendations have been resisted by all the officers' unions through trade union action programme of one day token strike and demonstrations, thrice in the last two years thereby giving a proof of its determination.

Still, comparatively Union A resorts to trade union action much more frequently than the other unions.

Union A has been a militant union right from the beginning. It went on the first ever indefinite strike of officers in India - 17-days in 1969. Reasons for its informal but firmly held belief in militancy, it seems, are rooted in its past experience. Bank A was nationalized much earlier than the other commercial banks and its rapid expansion began much earlier than the other banks. So officers' union in the bank had to deal with distant and formal management and government right from the beginning. Management in those days particularly did not take them seriously at the time of negotiations and was quite reluctant to arrive at settlement with respect to their problems. It also found that the government often delayed the solution of their problems. Since it was not covered under the Industrial Disputes Act, the Union A sought the help of an outside -
trade unionist in case of any possible victimization by the management. But the management refused to accept the outside trade unionist at the time of negotiations with the result that the Union was forced to rely on its own strength to bring pressure on the management. The success of militant tactics adopted by the Award Staff Union against the management even at the cost of officers became an object lesson for the Union A in terms of collective bargaining which it emulated.

Throwing away the shyness of white collar officers class Union A has given action-calls to its members number of times, both at the regional level and the federation level. It has resorted to various types of action-programmes such as wearing black ribbon as a mark of protest, a silent sit-ins near the top management's cabin, holding demonstration silent or with slogans, at the premises or even at the residence of the top management functionary, mass casual leave, a week long relay-fast programme, work to rule and non-cooperation with the top management and token strike.

Union B was (until last two years) was shy of militancy and had rarely resorted to trade union action in the past. It gave first such call to its members (work to rule and non-cooperation with the top management) in 1971 when their negotiations with the management to arrive at salary settlement came to an impasse. However recently like
other Unions of bank officers it has to resort to militancy.

Union Cx right from its beginning never resorted to trade union action. It did not believe in coming into con­fliction and conflict with the management. It believed in solving problems the management amicably.

However, with the emergence of a rival union which joined the industry wide forum for officers organizations namely confederation, it found itself isolated. It also gave call for a day's token strike only to take it back as it was not confident of member's support, again it gave a call only for a token strike when all the trade unions associated with the Banking Industry were on a token strike.

Union Cy is militant right from the beginning and often resorts to such action programmes as demonstrations, token strike etc. in order to stop possible victimization of the activists and press management for its recognition as a majority union.

It has been observed that at the time of any trade union action, activists at these unions are busy mobilising members, lobbying with M.L.A. or other political leaders, and getting questions raised in the Parliament, lobbying at the - appropriate government departments, meeting the press and influencing public opinion, in order to make the trade union action, a success. It alone, draws the attention of the management and the government towards the issues and presses them to solve the same.
IV. FUNCTIONS IN RELATION TO OTHER UNIONS, PRESSURE GROUPS IN THE SOCIETY AT LARGE:

The constitutions of the unions A, B, C want "to cooperate and federate with trade unions having similar objects in India and outside" (Union B) or "federate with like minded bodies" (Union C) or "with institutions having similar objects" (Union A).

The constitution of the Union B mentions to be its explicit function 'To move if considered necessary the central government, to enact laws, legislations in the protection and enhancement of the standard of living and status of the bank officers in the banking industry'.

Present activists as also many members perceive their union as an interest as well as a pressure group. So to enhance their power activists particularly at the unions A and B are active not just at their federation and confederation level but also in the development of trade union forum for officers in public and private sector industries in the country (at AICG00, now transformed as NCOO). They have actively built up the state unit of the confederation and are at present busy in building state level forum for officers in all the industries.

These unions align with like minded bodies, influence the legislature and the government, behave as a pressure group to protect and promote their interest.
Established officers' unions, like the Unions A and B in the region, assist not only the weak officers' unions in other banks in the region but also officers' trade union movement in other industries such as L.I.C., I.P.C.L., and O.M.G.C. etc. At the time of their trade union action—particularly they issue a sympathetic press note. Activists from the Union A attended and addressed their meetings for the members as well as activists helped them in building up a lobby.

Officers' unions keep away from the politically aligned central trade unions (like AIBEA or INTUC or HMS), however they are active at building up a strong trade union front for officers or middle-management in the country.

Officers' unions are not keen to help workers' trade union movement nor do they identify with them. The constitution of the union B, which is aligned with the politically aligned national trade union, mentions it to be one of its objectives "to help working classes in India and outside in the promotion of trade union objective" (Unions A, C do not have such a clause). However, it does not work for or extend help to the trade union movement of the working classes, rather, its top activists are actively working for the consolidation of the trade union movement of officers not only in banks but also in other public and private sector industries in the country. Union B and the other Unions A, C occasionally donate funds for the poor and
working class but so far as their trade union movement is concerned, they keep it separate from the movement of the working class and confine it to themselves only.

Officers unions have come into existence, to withstand or contain the pressures of the award staff unions in the banks. So to keep watch over the award staff union in their banks is also one of their major concerns. The rivalry between the award staff union and Union A is much greater than at the Union B. In the past the award staff union at the Bank A tried, to enrol officer members within its fold, or resorted to misleading (harmful to officers) propaganda.

At both the Unions A and B, often Award Staff Union pressurised the management for an understanding which creates problems for the officers, For example for more overtime or more special assistants' posts.

Again, as an officer's job in the bank is to maintain discipline in the bank and get work from the award staff members. This often clashes with the interests of Award Staff employees or activists (in the union of Award Staff) who like to roam about than work. Cases concerning indiscipline, fraud etc., often lead to estrangement between the two and 'circular war', instigation of members and pressure on the management to decide in favour of one of the two unions are the methods activists employed by them. There are complaints of 'rude' behaviour from the award staff and physical manhandling has also taken place in case
of Unions A and B. At the Bank C, there are two officers' Unions and the two Award Staff unions, the alignment of one award staff union and one officers' union has taken place. Again, there is fierce rivalry between at the two present as both % are busy getting the support of the members and the management.

Another significant group for the officers' unions is the strong organization of the top bureaucrats in the government. Officers' unions perceive them as jealous of bank officers and hold them responsible for delays in the solution of their problems at the level of the government. Activists believed that government tried to implement unilaterally the Pillai Committee recommendations, on the wrong brief by these bureaucrats. Hence they had to lobby with the Government department when their issues are placed there.

V. FUNCTIONS IN RELATION TO WIDER SOCIETY:

All these unions have undertaken activities that are useful to the wider society. Most of the Activists and also a number of members of these unions have said "Relatively well placed that we are, we owe our responsibility towards the society at large we particularly should help poor and needy in the society, develop some social work activities such as adopt a village or a slum."

Activists are keen to improve the image of their unions in the society. The general public knows about the
union only when there is a trade union action. This leads to a poor image of the union in the public eye. By the development of activities useful to the wider society it can create a positive image for itself in the society.

The Unions A, B and Cy collect donations at the time of any national calamity - be it floods or draught or cyclone. Union A regularly arrange blood donation camps. During the emergency the Unions A and Cy undertook special activities for the needy, e.g. Union A distributed blankets to the pavement sleepers during winter, Union Cy distributed books to the scheduled caste students.

Union B, collected a fund (some Rs. 25,000/- when they achieved first detailed salary settlement) by donations from the members and gave it to their external President for the use of the poor working class people.

The above description of the diverse types of activities that have developed in these unions, clearly establish that these unions exist and function for their members and have developed as member centred unions, no outside pressure diverts them from the central trade union objectives. They serve the job related and other interests of the members and are developing as interest groups.

Union Cy is in its formative years and emulates Union A as a model and tries to develop job related and other activities. While union Cx emphasized professional as
Well as job related interests of the members almost equally as it developed as management dependent union. However, with the emergence of the rival union Cy it seems to emphasize job related interests of members.

At the union B, present activists want a different type of trade unionism. They recognize the need for a member centred trade union. However, their image of officers' union is that of a business union. The constitution of the Union B has provided for relief to members during the time of sickness, old age etc. In reality the Union has never developed this type of activity. "Bank Officers do not need welfare activities like the, industrial workers, Officers do not die Paupers; there is no need for economic welfare activities for them" were the remarks made by the present core activists while explaining their view that officers' unions should look to job related issues of the members only. Other activists at the Union B who wish their Union to develop social welfare activities for its members, complain about the lack of time. The union engages itself mainly the core trade union activities.

Union B has an outsider President and is affiliated to the central trade union to which the President belongs, none the less it performs the trade union functions only. It has not developed any activity in the union which would bring the outside party politics within it or put a check on its functioning as a trade union. No political rallies are held or joined by it, enrolment of members for political party to which the central trade union is aligned is never.
undertaken. It does not resort to political socialization of the members, nor does it influence its members at the time of general elections.

Constitution of the Union B provides for its development as a multifunctional broad based organization. However, the activists have at present developed it as a trade union which serves members with respect to their job related interests only. Expectations of members with respect to the functions their trade union should perform have lesser impact on activities than those of the core activists at the Union B as 89 percent of the sample members at the Union B do not want their union to confine itself to the narrow trade union functions 86 percent of them want it to develop educative and professional activities as well as socio-economic activities for the benefit of the members. Half of them want their union to develop activities that are useful to the society at large. At the moment the union performs mostly the core trade union functions.

Union B has developed fully as a members oriented, organization. Besides, serving the job related interests of its members it has developed number of activities conferring socio-economic benefits to its members, it has developed professional and educative activities for its members which indirectly benefit the bank and it has also developed activities useful to the bank as well as the wider society.
Activists at the Union A are busy consolidating the officers' trade union movement, and offer a helping hand to officers' unions in other banks as well as other industries in the country. The particular characteristics of its leadership as well as the expectations and support of its membership have made this possible.

At the Union A all the activists (as well as majority members) recognize the need of a trade union for officers and many of them are prepared to work for it. A few activists are even prepared to sacrifice their career for their union, many more are prepared to spend time for their union, even when most of the activists give first priority to their bank career. So the union is able to function as a full fledged organization, developing varied activities.

Again the image that the activists have about their union is different. They visualize it as a multi-functional organization rather than a more trade union or pressure groups. This has led them to develop varied activities in the Union which binds members to the organization more intimately and continuously. Members also overwhelmingly (92 percent) want their Union to develop educative professional cultural and socio-economic welfare activities and also activities which would be of use to the wider society. All this makes possible the development of the Union A as a full-fledged multi-functional none members oriented union.
Thus the main factors influencing the differences in the functions of the four unions are characteristics of leadership, particularly the type of trade unionism the 'core' activists want to develop and the relative importance they give to the union role and bank career as well as the expectations of members and experiences with the management.

A typical trade union for industrial workers is managed by an outside leader and is politically aligned to a central trade union (office of trade unions). Such a union on the one hand develops socio-economic welfare activities for its members and on the other hand political rallies, enrol party members and involves itself in electioneering for the party candidates at the time of general elections.

So far as serving the job related interests of the members is concerned the union represents them to the management. However, negotiations generally prove to be infructuous and most issues get solved at the industrial courts and tribunals only. Hence union leaders are busy all the time with legal activities. Such a union mostly survives as a dependent organization with the support of aligned parental organization when it has a weak membership support and in rare instance, when it has the support of the majority of the members, it gives support to the politically aligned organization (Ramawamy, 1977).
Unlike the above profile of a trade union these bank officers' unions are all managed by insider leaders, are politically non-aligned and are backed by a vast majority of its members, hence central trade union function (for which trade union really comes into existence) namely serving the job related interests of its members become the main function of these unions. They have developed as member centred and member oriented unions. In order to serve the job related interests, these unions strive to enter into effective collective bargaining and negotiations with the management. However, in actual practice they get frustrated when they find that issues do not get settled through negotiations, since there is no provision for arbitration. Some times they go to civil courts to get justice for its members but they do not prefer it is costly and time consuming, rather they resort to trade union action, bringing pressure on the management for negotiated settlements. This had made these union militant in their functioning.

Again many problems of bank officers unions do not get solved at the level of the management under such circumstances, they depend upon the sanction from the Government, hence, these trade unions have to influence the government, political leaders and mobilise public opinion for getting their problems solved. It is clear from this that these unions behave as pressure groups in the society.

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