INTRODUCTION:

The Banking industry has a unique place in the growth and all round development of the economy in any country. There is a positive correlation between the performance of the banks and union management relations. The nationalisation of Banks has created a greater responsibility on industry in mobilising national resources and channelising them towards various sectors, more so agriculture. Though Nationalisation has led to prosperity of the industry, it has also produced strong and militant trade unionism in the industry. The unions have tremendous bargaining power due to their well organised movement. The bipartite settlements prove this. Management of human resources is playing a significant role in banking industry for achieving its objectives. This function occupies a predominant place in both the State Bank of India (SBI) and the Vysya Bank Limited, because these banks occupied a very important place in their own respective sectors in banking, more so after nationalisation of banks. The union-management relations in the banks not only determine the industrial relations in general but also the performance of the banks at large. The existing industrial relations in the two banks amply signify the importance of unions in the banks. The SBI and the Vysya Bank Ltd., managements have accepted this philosophy and consider unions in the banks as partners in their managements. In view of this, participative
management at all levels in both banks has come to stay. The year 1929 saw the birth of trade unionism in the banking industry. Unionisation amongst the white collar employees in the country gathered the real momentum after the Second World War. The rising prices, low wages, management attitudes, support from other trade unions made the bank employees organise into unions. The year 1955 in which SBI was promoted, witnessed a tremendous growth in trade union movement. It saw the birth of All India State Bank of India Staff Federation (AISBISF) followed by National Organisation of Bank Workers (NOBW), Indian National Bank Employees' Congress (INBEC) and Bank Employees' Federation of India (BEFI) in general. Since then unions have been growing in number and membership at all levels in the industry. Unions in the banks play an equal role in the development of different sectors and groups of people in the country. It is difficult to imagine any study with regard to industrial relations in banking, in the absence of trade unions and their impact on union-management relations. This is because trade unions in the industry have become part of it.

The study of trade unions in general, is of two types viz., one emphasizing on the general characteristics of the trade union movement and the latter relating to discussion to a narrow area i.e., to a specific region and industry. The second study provides a meaningful basis for generalisation and helps the decision-makers by providing a foundation for comparative
analysis. Authors like Mathur\textsuperscript{1}, Pandey\textsuperscript{2}, Punekar\textsuperscript{3}, Shukla\textsuperscript{4}, Kothari\textsuperscript{5} and Vaid\textsuperscript{6} contributed the requisite literature to this end. The above studies state that the political involvement of the unions due to outside leadership, has weakened the trade union movement in the country. But they failed to bring into light the role played by the managements in this process. In addition to this no clue is provided to know whether technology, rural-urban setting of the industry and cultural background of the workers have any say on the structure and the functioning of unions in industries. An attempt is made in the following lines to present a brief review of selected studies which are related to the trade union movement.

According to Clegg\textsuperscript{7} trade unions regulate the terms of employment of their members by employing different methods which

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influence not only working conditions but also other aspects. In Western Countries collective bargaining is a major tool which has been used by a trade unions for deciding the terms of employment. He has shown that in countries like the U.K., the U.S.A., France, Sweden, West Germany and Australia, collective bargaining has influenced the union behaviour than any other explanatory variables. This is so in all situations wherever collective bargaining is used as a predominant method for regulating working conditions. The study tries to examine certain important aspects of trade union behaviour in those six countries and shows that this behaviour can largely be influenced by the state and character of collective bargaining there. It is observed that in Sweden nearly 95 per cent of manual workers who are unionised prefered collective bargaining to France, where employers resist collective bargaining due to political reasons. In America collective bargaining penetrated due to special legal structures that legitimise unionism. The right to collective bargaining is not only recognised by Law but also supported by employers in the U.S.A. Clegg's theory is helpful in explaining inter-country differences in union density. He was sure in applying his theory pervasive effects of the collective bargaining system upon the unions, the Government and the distribution of powers within unions. According to him the level of bargaining is a major explanatory variable and this helps decide where the power lies within the unions. For example in the U.S.A., at local levels unions enjoy a greater power in entering into agreements with
managements. But in the case of Sweden the power is found at central unions. He noticed that unofficial strikes are high in those countries where collective bargaining is centralised. In U.S.A., at plant level strikes are high because of the level of collective bargaining power.

Clegg’s attempt to explain about unions’ efforts to spread industrial democracy in those six countries by reference to the status of collective bargaining is only partially valid. It is because in Europe participative management is regarded more democratic than the former. Clegg did not pay much attention towards political dimensions of union management schemes in those countries.

In Britain the Fifth Royal Commission came into light in April, 1965 with the following terms of reference.

i. to study and consider relations between management and employees;

ii. to examine the role of trade unions and employers associations in promoting the interests of their members and in accelerating social and economic development of the nation.

This is with reference to the law affecting the activities of those bodies. The Commission preferred survey method through questionnaires. Selected Government agencies, organisations, individuals, who are specialised in industrial relations, are

considered. It also took note of the system of industrial relations prevailing in Sweden and Federal Republic of Germany. The major findings of the study are that Britain has two systems of industrial relations known as formal and informal. The formal is noticed in the official institutions where as, informal system is nourished by the actual behaviour of trade unions and employers associations in a number of organisations. The formal system refers to agreements in respect of wages, working conditions. But the earnings of the employees are, to a larger extent, influenced by informal system. Custom and practice determine the formal agreements. Increase in unconstitutional strikes, decentralisation of collective bargaining and decline in employers associations' power, have come to stay in Britain. The net result is that in all organisations specialists in personnel management are made to decide pay and working conditions etc.,. According to its opinion the disorder in factory and work-shop relations and conflict between the formal and informal systems, weakened the industrial relations in Britain. It suggested collective bargaining to remedy the situation. It also felt that the union structure and the Government have created more problems by fostering autonomy and power of work groups. They also encouraged a divorce between trade union members and formal institution of union authority. It opined that one union for all employees in the same industry is the remedy, inspite of some practical difficulties to get rid off the problems. It insisted on limited number of unions both in the case of servicing and manufacturing industries. It felt that the
Government should be responsible for industrial relations and should develop an effective collective bargaining system supported by a well defined policy to make the system more effective.

Daya in his 'survey of Industrial Relations' in Asian Countries explains the development of associations of wage earners and employers in Asia. The study tries to summarise the law pertaining to the freedom of associations, collective bargaining. The study deals with industrial conflict, co-operation between Government, employers and workers.

The development of industries in most of Asian Countries is very much limited due to agriculture which is a major economic activity of the population. Only large scale units noticed an improvement in industrial relations. The study observed that promotion of large scale industries and consolidation of small scale units go a long way in improving industrial relations in Asia. Lack of development of large scale units forced statutory regulations which provide the real motive force for the development of industrial relations. The illiteracy on the part of the workers, Governments being major employees, forced the Government to take the lead in promoting good relations. Of late Governments and large scale industrialists have both recognised the freedom of workers' associations. In order to promote healthy union and management relations, collective bargaining is

recognised as a major tool. But freedom of associations though recognised legally, is not extended to all in Asian Countries. Adjudication plays a major role. Prescribed conditions hinder the freedom of associations. Both voluntary and compulsory arbitration methods are noticed in these countries. It is because, according to the survey, more disputes are created by collective bargaining techniques among union and managements, due to lack of effective Government measures. Right to organise unions in these countries is hampered in view of lack of maturity and status of trade unions in Asia. Special procedures are practised to deal with industrial disputes in Asia. The main issue in these countries is whether to continue compulsory arbitration or to encourage collective bargaining in the field of industrial relations. The survey noticed that the former seems to be only solution till large scale industries are developed and good industrial relations are noticed. The Asian Countries are found in the same situation which the British trade unions found themselves in their cradle stages. Most of the problems are seemed to be common in all these countries. In India, Indonesia and Phillippines the legal position in relation to industrial relations is much improved because of the amendments of industrial laws from time to time.

The survey suggested that workers' right to organise should be encouraged. The freedom of such organisations is to be looked upon with greater dignity. Unions should play a constructive role in assisting managements through collective bargaining. The managements should shed their antagonism towards
unions and their leaders. An integrated approach between legislative and human behaviour can only help in improving industrial relations in Asia. The survey also noticed that training and education can play a major role in improving the climate for good industrial relations in Asian Countries. Use of specialists in the field of industrial relations is a vital measure for the betterment of union-management relations in all these countries.

Mast\(^{10}\) has traced in detail the history of the Railway Labour Movement and tries to bring out clearly the various problems involved and makes a few suggestions for improvement. A lucid and exhaustive history of different unions in Indian Railways is presented in the study. The study of Labour Movement in the Indian Railways has become a very important because labour movement in this industry has been the back-bone of Indian Labour Movement. In addition to this, railways, being a largest public sector unit in India, the trade union movement in this sector is expected to provide guidance to others. The author felt that labour efficiency can only be attained by attending to labour requirements and this alone can help improve peace in the industry, in view of the place of railways in India's economy. The work is a systematic analysis of its kind to study labour movement industry-wise. The author has chosen to contact all possible primary sources for clarifications through personal interviews.

\(^{10}\) Mahesh Kumar Mast, "Trade Union Movement in Indian Railways", Meerut, Prakas Printing Press, 1969.
Personnel connected with the movement are consulted.

The Trade Union Movement in Indian Railways is a Post-1914 War phenomena. The economic conditions which prevailed after 1st World War saw the growth of the movement. From 1944 onwards the number of trade unions including membership began to increase in railways. The study reveals that though the trade unionism has come to stay in The Indian Railways, it's present position with regard to membership and finance is highly unsatisfactory. The main weakness of the movement is it's poor financial position which prevented trade unions from undertaking welfare activities. Enrolment of members is a difficult problem due to long distances. Lack of interest to organise into unions is another hurdle in this respect. It is observed that railway unions find little time to attend to constructive activities as they are lost in attending day-to-day grievances. Unions do not undertake any responsibility for the conduct and discipline of their members in their day-to-day relations with the management. Non-cooperation is another feature. At local levels union leaders sacrifice members' interests in order to secure personal gains. The industrial relations machinery in Indian Railways has not yet come to the expectations of the unions in railways. The author felt that strike is no remedy to resolve industrial dispute in railways and some alternative has to be found out. The Industrial Disputes Act of 1947 is not applied in true spirit. Indian National Trade Union Congress (INTUC) tried to consolidate the movement after 1947 by promoting Indian National Railway Workers' Federation
(INRWF) under its leadership. A large number of railway workers joined in this union inspite of heavy opposition from the All India Railway Mens' Federation (AIRMF). In 1953 both INRWF and AIRMF were amalgamated and a new federation was formed. Attempts to consolidate the movement after 1947 and during 1950 did not succeed due to political differences amongst union leaders in railways. Though another attempt was made in 1957 to strengthen the trade union movement in railways, due to non-cooperation on the part of AIRMF, the attempts failed to reap any dividends.

Illiteracy and ignorance among the railway men are the main reasons for slow growth. Most of the members show little interest in trade union activities.

Today the attitudes of railway workers are largely conditioned by the attitude of railway unions towards them. Unions have to display qualities of constructive leadership and should co-operate with management in promoting healthy relations. The most important reason for strained industrial relations in railways is the distant social relationship between the management and employees. The beauracratic approach and hostility towards employees by the management also inflated the situation. Lack of proper communication between management and union leaders also contributed to this situation. The author concluded that trade unions should not merely agitate for rights but also actively share responsibility for sound management. Unions should try to divert the energies of their members towards more constructive channels. Management should recognise the representative union in
each railway as a sole agent, by taking into note the membership of each union. Ballot system can help decide the real representative wherever there is a dispute.

Khandekar, N.C.,¹¹ aimed to analyse unionisation of Bankmen in his study. For this purpose he has chosen nine nationalised banks in India. The data was collected by employing interview technique. Executives, union leaders were interviewed. In addition to this clerks and officers of nine banks are also considered. The main findings are as follows. Employees unitarism has been noticed to be the most patent situational factor which led to the growth of unions in the banks. Managements failed to grasp the situation and leaders took the advantage of this and the ideological differences amongst the union leaders led to the formation of more than one union in the banks. The multiple unionism, according to the study has not affected the unionisation in all these banks. On the contrary the white collar movement flourished in these banks. The study suggested that the operative social factors could be managed by men, who have the will and skill to do so. Leadership and management policy have been found to be the two crucially important intra-organisational causes of multiple unionism. The study indicated that their exists a communication gap and insufficient understanding between all the executives in heirarchy. It is also observed that the growth and

performances in these banks are affected due to multiple unions. This also includes union management relations at bank levels. To certain extent the growth and functioning of unions at bank level is affected due to multiple unionism in all these banks.

Kale, R.S., \textsuperscript{12} main objective was to study Trade Unionism among Bank Employees in Maharashtra. For this State Bank of India and its Subsidiaries including 14 nationalised banks are considered. Random sampling method was employed. Questionnaire method was preferred in the case of 1200 employees from these banks. The main findings are:

(i) different unions exist at various levels in the banking industry. They are affiliated to different associations/ confederations;

(ii) the paradox is that in certain cases minor unions at branch level gained strength on the virtue of their affiliation to national unions which are recognised by the managements. This resulted in trade union rivalry amongst bank employees. Employees in banks join in unions to protect and improve their dignity and status than for monetary gains. The density of unionisation is very high amongst bank employees. Commitment on the part of employees towards their work is a major factor to fulfill policies. Participative management to be effective, should be introduced at all levels. For effective leadership on the part of trade union leaders, they should keep in touch with members at

branch level through appropriate communication channels. Establishment of delegate conference helps to strengthen bonds between the leaders and members. Local union leaders should play an effective role in stabilising good relations in all branches. It is because leaders at industry level are more concerned about wages and other working conditions. The study observed that participative management at the apex level will not help in improving union-management relations. The remedy is to introduce participative management schemes in all branches by involving local leaders.

Khandelwal' in his book "Hand Book on Personnel Management and Industrial Relations for Rural Banks" explained the personnel problems of Regional Rural Banks (RRB's) by undertaking a study of 17 RRB's in India. The study helps to understand the problems of RRB's in the area of Personnel Management and Industrial Relations (PMIR). According to him personnel problems in RRB's are at an increasing rate. Employees' agitations, non-cooperation and dissatisfaction among the employees in RRB's have become common features.

The study is made, keeping in mind the problem areas of RRB's. It deals with important background chapter familiarising the readers about the context of RRB's evolution, growth and achievement including the evolution of personnel function in RRB's. An attempt is made to cover the issues related to

industrial relations, unions, grievance procedures and strikes and agitations in RRB's. Staff service regulations also found a place in his book. Issues such as discipline and disciplinary action are also dealt with detailed guidelines for conducting domestic enquiries.

According to the author, Personnel Management which is a sensitive function in the bank has not received proper attention. In view of this RRB’s in India are besieged with innumerable problems in the area of PMIR’s. The author observed that over obsession with expansion adhoc and piecemeal problem solving technique, absence of any stabilised system to deal with personnel problems in these banks have led to a new culture, which is not conducive for the qualitative growth of RRB’s. The study evidences that if personnel function is ignored in RRB’s, it will erode the very fabric of RRB’s in India. Despite various problems faced by RRB’s it can be seen that the RRB’s have carved a niche for themselves in the rural credit structure. To certain extent the achievements are due to staff co-operation at all the levels. However RRB’s are not free from PMIR problems. In the matter of PMIR’s these banks do not have adequate experience in handling tricky and difficult situations. They are made to depend on the instructions from multiple agencies who supervise the functioning. But most of these agencies lack real experience in guiding RRB’s. The result is that the function of personnel management has become ineffective. It is also noticed that the unions in RRB’s practice similar tactics that of nationalised banks. The culture of
restrictive practices, low productivity and coercion is also found in RRB's. The author felt that if this culture is not removed, RRB's may become liabilities to the banking system. The solution suggested is that the bipartite forum to ensure uniformity in the service conditions of various RRB's coupled with a centralised machinery like Indian Banks Association (IBA), alone is the need of the hour. The PMIR's are to be guided by such central machinery. Bipartite relationship with All India unions is a must for effective use of personnel management in RRB's.

Sheth, N.R., 14 in his paper entitled 'Trade Unions and Industrial Relations in the Banking Industry' intended to discuss the salient features of the structure of trade unionism and industrial relations in the Indian banking industry in a historical perspective. The year 1946 saw the birth of trade union movement in its real sense in banking industry. The traditional approach of management and financial risks delayed the movement. The Post-Second World War period provided impetus for the promotion of trade unions in banking. The economic conditions coupled with management attitudes enforced the Imperial Bank of India Staff in Bengal Circle, provoked to take initiative in this respect. The process of unionisation and the nature and extent of unionism varied from place to place depending upon employees grievances in an organisation. Though in the earlier stages the management opposed the movement, at later stage it

accepted unionism as a part of its day-to-day administration. Today bank managements have become more realistic in dealing with trade unions.

The significant structural characteristic of the bank unionism seems to be its jurisdictional independence from the major national trade union centres such as Indian National Trade Union Congress (INTUC), All India Trade Union Congress (AITUC) etc. Most of the unions in the industry are affiliated to one or the other federations/associations and confederations at industry level. All India Bank Employees Association (AIBEA) the first association, which was promoted in 1947, weakened after 1965 and later on. All India State Bank of India Staff Federation (AISBISF) was started in 1955, followed by National Organisation of Bank Workers (NOBW) and Bank Employees' Federation of India (BEFI) in 1960's and 1970's respectively. In 1978 National Confederation of Bank Employees (NCBE) was started to strengthen trade unionism amongst public sector bank employees. Multiplicity of unions is another characteristic feature. Inter-union rivalry is a wellknown feature of industrial relations in banking. Managements enter into agreements with recognised unions. The working conditions are determined through negotiations between IBA and major trade unions in the industry. To certain extent minor unions in the industry pose the power of creating obstacles in the way of management and major unions by disapproving the agreements. It is not uncommon to the management in the industry to take sides between rival unions and hold one against another. Minor unions are encouraged by
offering certain special favours. To overcome the bad impact of union rivalry on industrial relations in banking, it is suggested that a single union should be the sole bargaining agent in a collective bargaining unit, and the majority union be determined on an all India basis. At bank level representation can be given to those unions on the basis of verified membership in the banks. Inspite of all these the rivalry continues to exist due to political factionalism or social groupism among the leaders. In some banks employees belonging to Scheduled Caste and Scheduled Tribe have organised into groups for protecting their interests and promoting their standard of living. Today bank unions are highly militant and they enforce more cohesive tactics on management in order to secure more and more benefits. The same tendency is observed in the case of bank officers also. In the structure of unionism amongst officers there are five federations of which All India Bank Officers' Confederation is a major union. All agreements are made with this union by the IBA. This tendency is due to clerical staff culture who are promoted to officers posts. The officers' unions could not escape from the political influence on their movement. To a larger degree the industrial relations are suffering because of differences between clerical unions and officers unions. The real income of bank employees has registered a significant rise when compare to other industrial workers in the country due to the trade union movement in the industry. The greatest challenge in the area of industrial relations faced by both management and unions lies in the need for
Professionalisation. Professionalism alone can promote better understanding between unions and management in the industry while dealing with industrial relations.

Dastur Zarin and Jacob Mankidy in their study "Organisation in Conflict - the Andhra Bank Strike" during 1972, tried to analyse whether or not the officers of the Bank could become part of award staff union and be represented by the award staff union. For the first time in 1972 in Indian banking, officers including branch managers joined the clerical and subordinate staff in the Bank in the strike. The study became more important because of the strategies employed by the union and the management in dealing with the situation and also due to Government's intervention in the issue. The study related to finding out the possible variables which led to the extreme action in the Bank. The study is covered by interviews with union and management personnel including files of the Bank and union. The study revealed the following observations such as employees' union had been a cohesive organisation because of loyalty of the members towards the union. In view of this the management had a feeling that the clerical union may directly have an impact on the managers. This created some anxiety to the top executive in the Bank. Lack of tolerance capacity on the part of the personnel in the Bank led to the conflict which lasted for 73 days. The communication between the management and officers in the Bank was

weak at a time when it was felt for. This led to misunderstandings amongst the officers and management in the Bank. Another observation is that in view of recent changes in the field of industrial relations in the banking industry, which has forced the officers association to come to close to the award staff unions. The study also stated that the conflict in the Bank is due to variables such as historical, political, social, psychological and cultural. These variables leave a direct impact on industrial relations in the Bank in a given situation.

Kothari tried to analyse 'Union-Management Relations in Banks' in Rajasthan. For this purpose the State Bank of Bikaner and Jaipur and The Bank of Rajasthan Limited are chosen. The former belongs to public sector which is a subsidiary of SBI, while the latter is from private sector. They are chosen for their supreme positions in the state. The working conditions of the employees in these two Banks are governed by the bipartite agreements between IBA and the Federations. An extensive opinion survey and interviews were held covering more than 1000 persons, majority of them are from these Banks. Some of the findings are that the banking industry plays a significant role in the development of the country. In the industry unions are not only strong but also have tremendous bargaining power due to their well-organised movements. At the national level, AIBEA and NCBE have a substantial membership and also in the two banks chosen for

the study, the author blamed the unions for taking undue advantage of their bargaining power. According to him, trade unions emerged to protect against the exploitation and to safeguard their interests. Industrialisation or in view of the reaction against the working relationships and conditions created by the industrial development gave birth to the unionisation amongst workers. Banking industry is not an exception to this. The role of the trade union in the industry is to balance the economic bargaining power of the employer. Joining a union in the Bank becomes a social pattern because it satisfies the individual needs. The collective bargaining approach in the banks demonstrate the above views. Union-Management Relations in the banks interact with in the social, economic, political and cultural environment at a given point. Collective bargaining has become a major tool in the banks in determining the union management relations. Through bargaining the unions and managements in these two banks settle various issues related to working conditions. Another observation is that in these two banks, as many as five trade unions (AIBEA, NCBE, INBEC, NOBW and BEFI) are functioning. In Rajasthan Bank nearly 85 per cent of employees are affiliated to AIBEA, as on 31st December, 1986 where as in the State Bank of Bikaner and Jaipur, NCBE dominates in more than 75 per cent. The AIBEA, NCBE and INBEC together have 86 per cent members in these two banks. In view of this, multiplicity of unions came into light, which led to union management problems. Political interference on the part of INTUC is also noticed. On the Boards of nationalised banks the
INBEC representatives are found to capture the union movement. In All India State Bank of Bikaner and Jaipur, Schedule Caste/Schedule Tribe welfare associations are also found. Due to this any attempt on the part of recognised unions to improve the working conditions in these two banks through negotiations are stalled by the minor unions viz., BEFI and NOBW. Union-management relations in the Rajasthan Bank are more cordial than in the State Bank of Bikaner and Jaipur. This is because of liberal policies adopted by the Bank with regard to transfers and promotions and healthy attitudes between the unions and management towards each other. The author concluded that an answer to the problem of multiplicity of unions is 'one union one unit', or the assembly of unions' concept. According to him, unions in the banks should play a constructive role. A comprehensive communication system helps in improving union-management relations.

Nemali in his thesis tried to analyse the growth of trade unionism in Banking in general and SBI in particular at Bank and Circle levels. It also includes the impact of the trade union movement on working conditions in the Bank at Bank and Hyderabad Circle levels. The study also covers various welfare activities undertaken by both the management and the union in Hyderabad Circle. According to the author of the thesis, the membership of all unions in SBI has been on increase since 1955. But AISBISF accounts for 90 per cent of the total membership (award staff) and

other unions are of minor in nature. The study which covered till December 1987 reveals that over a period of 30 years in SBI the average membership of the Federation works out to 73 per cent where as it was 8.5 per cent in the case of AIBEA. The results shown that here is a significant relationship between increase in award staff and increase in membership of the Federation. Where as in the case of AIBEA this relation is statistically not significant. It is also observed that though bipartite agreements improved the working conditions of the award staff in the Bank, the trade union rivalry has created certain problems both to the management and unions. As a result employee-employer relations became complicated. The direct impact is felt at the branch level. At the industry level also the performances of the Bank is affected due to rivalries. The same trend is also noticed in the case of Hyderabad Circle. In Hyderabad Circle 4 unions are in existance, of which State Bank of India Staff Union (Hyderabad Circle) (SBISU(HC)) covers 85 per cent of the award staff in the Bank. Among the 4 modules in the circle SBISU(HC)'s membership is highest in Visakhapatnam Module followed by Hyderabad, Vijayawada and Tirupati Modules. The women membership in the Bank has grown at a faster rate than men. This is due to increase in intake of women and change in the attitudes of women towards trade unions. A comparative analysis indicated that a larger membership is found in SBISU(HC) because of its ability to solve larger number of grievances of the award staff in the Bank. At one stage in the Bank, at circle level, management attempted more than once to
weaken the movement by giving undue support to certain rival unions. In SBI the management at circle and unit levels could undertake various welfare activities due to their sound financial positions. It is also observed that these welfare measures have a direct impact on union management relations in the Bank at circle and module levels.

The foregoing review of literature indicates an important gap in present literature pertaining to the white collar trade union movement in India. Majority of studies on trade unions tried to focus on manufacturing units. Very few attempts are made to enlighten the impact of trade unionism amongst white collar employees on their working conditions. There is a wide gap with regard to service industries more so in the case of banking industry. The banking industry is yet to find its share in the literature related to trade unions. Studies carried in this respect failed to throw any light on certain issues relevant for the country as a whole in general and banking industry in particular. India, being a vast country with varied socio-economic and political conditions, there is a dire need for a specific study with regard to banking as it is the centre nerve of all economic activities. The trade unions in banking have a pivotal role to play in implementing Government policies. An attempt is made to study the trade unionism in the industry by comparing its impact on both public and private sector banks. The study includes functional and evolutionary aspects of trade unionism in banking industry with special reference to SBI a large scale public sector
unit and Vysya Bank Limited a dominating bank in private sector. But the study cannot be considered as a whole as it is limited to only two banks and cannot be taken as a base for generalising any conclusions because the socio-economic conditions in India differs from region to region and from state to state. In addition to this the study only considers the impact of trade unionism on wages not on working conditions prevailing in the industry.

OBJECTIVES:

The objectives of the study are:

(1). to trace and analyse the growth of trade unionism in banking industry with reference to "Award Staff" in general and State Bank of India and Vysya Bank Limited in particular;

(2). to examine the impact of trade union rivalry on an industrial relations in both banks at industry, bank, circle/zonal and unit levels;

(3). to study the impact of trade unionism on wages in both banks and

(4). to describe the impact of redressal of grievances on unionisation in both banks at circle/zonal level.

HYPOTHESES:

(1). There is no significant relationship between increase in award staff and increase in unionisation of Federation/Association in both
State Bank of India and Vysya Bank Limited.

(2). There is no impact of trade union rivalry on industrial relations in both banks at industry, bank, circle/zonal and unit levels.

(3). There is no significant impact of trade unionism on wages in both banks.

(4). The redressal of grievances has no impact on unionisation in both banks.

DATABASE:

The statistical data is collected from the primary and secondary sources. Union and Bank offices at Bombay, Madras, Hyderabad, Bangalore, Tirupati, Vijayawada and Visakhapatnam have been visited and personal interviews were conducted with trade union leaders for collecting primary data. Annual Reports of the Banks and union records are utilised for drawing the membership and other issues relating to the study. The secondary data is drawn from the publications of National Institute of Bank Management, Reserve Bank of India and Unions. Both published and unpublished research studies are also considered. 'Sastry Award', 'Desai Award', 'Sen Tribunal' and Bipartite Agreements are consulted to collect the data regarding wages. In addition to this, a specific schedule is constructed to elicit the information related to effects of union rivalry on inter union relations at circle and unit levels.
STATISTICAL TOOLS AND ANALYSIS:

Usual statistical measures such as averages, percentages and ratios have been used to analyse the data collected through primary and secondary sources. In addition, the following techniques are applied to confirm or disprove the hypotheses taken in the study.

Correlation co-efficient:

Correlation co-efficient has been used to study the relationship between increase in award staff and increase in membership of Association/Federation/Union in the Banks by employing the following form.

\[ r = \frac{\sum xy}{\sqrt{\sum x^2} \sqrt{\sum y^2}} \]

where,

\[ r = \text{correlation co-efficient} \]
\[ x = \text{deviation of } x \text{ from its mean i.e., } x - \bar{x} \]
\[ y = \text{deviation of } y \text{ from its mean i.e., } y - \bar{y} \]

The 't' test employed for testing the significance of the correlation coefficient is

\[ t = \frac{r \sqrt{N - 2}}{\sqrt{1 - r^2}} \]
The 't' statistic follows students 't' distribution with $(n-2)$ degrees of freedom.

If 't' statistic is less than or equal to 't' critical value we say that 'r' is not significant and we accept null hypotheses otherwise it is greater than 't' critical value we say that 'r' is significant and we reject null hypotheses. Rejection of null hypotheses implies strong linear relationship between the variables.

**Linear Growth Rate**:

To study the trend of growth rate in membership of major unions in the Banks and growth rate of men and women in recognised unions Linear Growth Rates of the following forms have computed. The growth rates are also tested to measure the significance of growth.

Linear Growth Rate (LGR); $Y = mx + c$

where,

$Y$ = dependent variable  
$x$ = time  
$m$ = slope of the line  
$c$ = level of regression line

The values of 'm' and 'c' are estimated by the method of least squares.

\[ \sum y = nc + m \sum x \]
\[ \sum xy = c \sum x + m \sum x^2 \]
where, 

\[ n = \text{number of items} \]

For testing the significance of \( LGR \) against zero growth rate, the 't' statistic used is

\[
t = \frac{\sum x^2 - \frac{(\sum x)^2}{n}}{\alpha}
\]

where,

\[
\alpha = \frac{\sum y^2 - m \sum xy}{n - 2}
\]

The 't' statistic follows students 't' distribution with \((n-2)\) degrees of freedom.

If 't' calculated is less than or equal to 't' critical value we say that \( m \) (LGR) is not significant, otherwise if 't' calculated value is greater than 't' critical value we say that \( m \) (LGR) is significant.

**Scale Product Method** :

In order to examine the impact of trade union rivalry on industrial relations, 'Scale Product Method' of the following form has been adopted.

\[
\text{Scale Product Method} = \frac{r_{s11} + r_{s22} + r_{s33}}{n}
\]
where,

\[ r_1 = \text{the percentage of total assigned the weight } s_1 \]
\[ r_2 = \text{the percentage of total assigned the weight } s_2 \]
\[ r_3 = \text{the percentage of total assigned the weight } s_3 \]

\( s_1, s_2 \) and \( s_3 \) are arbitrary weights

\( n = \text{number of scale points} \)

**Linear Regression Analysis:**

To study the impact of redressal of grievances on Unionisation, 'Linear Regression Method' of the following form has been employed

\[ y = a + bx_1 + cx_2 + dx_3 \]

where,

\( y = \text{membership (dependent variable)} \)
\( x_1 = \text{Number of grievances involved (independent variable)} \)
\( x_2 = \text{number of grievances protected (independent variable)} \)
\( x_3 = \text{time (trend variable)} \)
\( a = \text{constant} \)

'b', 'c' and 'd' are regression co-efficients

For testing the significance 't' values are computed

\[ t = \frac{\text{regression coefficient}}{\text{standard error of coefficient}} \]
SCOPE:

The present study is limited to the unionisation of 'Award Staff' (clerks and subordinates) in State Bank of India (Hyderabad Circle) and Vysya Bank Limited (Andhra Pradesh Zone). The impact of unionisation on wages, and the impact of grievance handling on unionisation are also studied. In view of proximity and convenience of the study area to the researcher, Andhra Pradesh State is chosen for detailed investigation.

LIMITATIONS:

The statistical data used in this study are collected from Annual Reports and concerned departments of the banks and from union records and from personal interviews with trade union leaders. The data are limited as the unions could provide only incomplete data; As unions have not kept their records upto-date, continuity with regard to data could not be maintained. Inspite of all these limitations the study was made successful with the available data.

PLAN OF STUDY:

The present study is organised into six chapters.

The design and methodology of the study are discussed in chapter I, including a brief review of select literature on trade unionism in banking, scope and limitations of the study.
Chapter II portrays the growth of the trade union movement in banking in general and State Bank of India and Vysya Bank Limited in particular. The impact of inter union rivalry on union-management relations in the banks are also discussed.

Chapter III deals with the growth profiles of the two banks and historical growth of trade unionism in State Bank of India and Vysya Bank Ltd. at Circle/Zonal level.

The impact of trade unionism on wages of employees in State Bank of India and Vysya Bank Ltd. is attempted in IV Chapter.

In Chapter V, the impact of redressal of grievances on unionisation in both banks at Circle/Zonal level is reviewed.

A summary of findings and conclusions are discussed in the final Chapter.