CHAPTER-3

TRADE UNION MOVEMENT IN SBI OFFICER-CADRE
HISTORY OF TRADE UNION MOVEMENT IN INDIA

A trade Union, as we understand the term, is a continuous association of wage earners for the purpose of maintaining or improving the conditions of their employment. It is defined in the Chamber's Encyclopedia as "an association of wage earners of salary men formed primarily for the purpose of collective action for the forwarding or defiance of its professional interests". Trade unionism is a universal phenomenon and is the collective act of protecting and improving living standards by people who sell their labor power against people who buy it. Lord Denning says, "If men are ever to be able to break the bonds of oppression or servitude, they must be free to meet and discuss their grievances and to work out in unison a plan of action to set things right". A trade union is such an association or union. It was not created by law. It's struggle for recognition and realization of its objectives and the problems of regulating its activities have been the field of law. Law accepted existence of Trade Unions,
conferred immunity from civil and criminal liability for legitimate trade union activities, determined the limits of legitimacy striking a balance between the natural objectives of such associations and rights of others including their members and generally left their internal affairs outside the jurisdiction of Courts. To enable them to enjoy some statutory privileges, law imposed certain obligations. It assumed a degree of control over their formation and management of their affairs. The paternalism of the State specially the Legislature as in England, fostering the growth of these voluntary associations born of social necessities, is now giving place to exercise of greater control over their strength in the greater interests of the nation and the individual. In following chapters these aspects have been discussed historically and analytically through changing laws and judicial decisions on the subject in this country and abroad. Law however, cannot be enforced against its social rejection. It must conform to social necessity. In the changing world of industrial relations constant reviews of the law, specially on such matters as trade unions is called for. In England machinery for constant review of the legislation has been recommended.

Trade Unions are voluntary organizations of workers formed to promote and protect their interests by collective action. Their formation is essentially prompted by the spirit of camaraderie and service, based on humanitarian considerations. Such a spirit of camaraderie and service mindedness existed amongst human beings ever since the emergence of community life.

Trade unionism of ancient times differs from what the term denotes presently. But its historicity could be traced from time immemorial. It has influenced every walk of life and references could be found in early scriptures wherein we could come across various pro-labor pronouncements. The Holy Bible narrates the inhuman act
of King Pharaoh in directing his task masters to extract the same quantum of bricks from his subjects without supplying the necessary straw which he used to supply earlier. The protest in this regard by the labor is the earliest reference in Bible depicting the spirit of trade unionism. Again in the Holy Bible, when God created the World in 6 days, he saw everything he created was good on the seventh day. God ended his work and rested on the seventh day from all his work. A day's rest after six days; labor is yet another manifestation of consideration for labor. Paul the Apostle, in his Epistles to Ephesians says: "Do unto servants what is due unto them. Do not threaten them since you both have the same God as your Master who is no respecter of persons". The General Epistle of James says: 'withholding the due wages of the labor and their consequent complaining cry was heard in the ears of God'. Islam has also references about labor and the following expressions" of Prophet which can be quoted "Pay the Wages of the Labor before their sweat dries up "- (Bhuhari & Muslim)

Vedic and epic ages witnessed the existence of trade unions of workmen as well as business community. The workmen unions are then called "Shreni", while those of businessmen are known as "Samooth", "Nigam", or "Pooga". References to those workmen organizations are found in Vedic and Brahmanic writings, Ramayana, Mahabarata, Buddhist Literature, Sanskrit Literature, Kautilya's Arthasastra, Manu Smriti, Yajnavalakya's Smrithi etc. Functions and privileges enjoyed by these organizations are known as: Pramukh or Jatthak. There was an officer of the rank of Minister in the Government to deal with these Associations or Organizations and also to try to bring about a Co-ordination in their working. This Officer was known as : Bhandagarik :. Heads of working class Associations were given due respect. In Buddhist Literature, there is description about different Associations of the working men and it is presumed
that there were about 18 such Organizations, each dealing with people of one particular vocation or trade (such as Carpenters, Leather workers or Cobblers, Gardeners, Dentists, Painters, Chariot drivers etc.)

Such working class and businessmen organizations continued to have existed improving their scope and functions from time to time to serve the society as warranted by their needs. Romila Thapar\(^1\) writes about the existence of various guilds of artisans and self-employed professions during the period 200 B.C. to A.D. 300. She further writes about other workers' bodies and workers; co-operatives which included artisans and that the architecture – City Building or temple building – was entrusted to co-operatives which had as their members specialized workers such as architects, engineers, brick layers and the like. It is needless to add that workers co-operatives should be the off-shoot of a well established trade union movement. The rise of trade unions, as they are known now, is a new development. The old caste system and craft guilds show rudiments of trade unionism. They had fossilized in to hereditary organizations of professional traders or merchants. But the old workers' and craftsmen's guilds working for collective benefits had the characteristic features that they were mostly their own employers. "Though they worked for wages, yet whatever they earned or produced or received belonged to them all". Modern trade unions did not grow out of such guilds.

Indian trade unionism is an off spring of British trade unionism which is produce of the industrial Revolution in the 18th and 19th centuries. In England the old handicraftsmen combined against the

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1 Romila Thapar. A History of India Vol. January 01,2009
competitions from the new machines. It was the life long wage earners in the factories that brought modern trade unions in to being. Non-factory workers like silk weavers, hosiery workers, shipwrights, cloth makers, tailors formed unions.

Some unions inspired by non-conformists' chapels began with giving sickness or accident benefits. In India the old crafts were fined, as the economic exploitation commenced under foreign domination. Raw materials were exported and finished British merchandise flowed in to the country. The artisan class perished. Rudimentary handicraft systems around agriculture and landlordism in the villages eeked out a precarious existence. But it was not merchandise only which flowed in to the country. Capital also came for more profits. Big industries were started. Cheap labor was an attraction. Raw materials could better be sent in a processed condition for factories abroad to manufacture and send back finished products. Even agriculture was geared to industrial crops like indigo, tea, coffee, jute requiring agricultural and plantation labor. The labor class was born.

With the abolition of slavery in 1834, there was a demand for Indian labor and Indians were sent under the indentured system to other colorless. There were rail roads in the country to carry raw materials to the ports and distribute imported goods hence to the interior. Collieries worked. Cotton Mail was started in Bombay in 1853. Jute Mills grew up in Bengal from 1854, there being 60 by 1912. Cotton textile industry developed quickly there being 58 mills by 1879-80 and 194 by 1900 – 1901. Meantime there was capital formation in the hands of Indians and industrialization came to start.

Local factory conditions began to attract attention. Humanitarian ideas crossed the seas too, in self interest and in liberal ideas. The manufacturers of Lancashire saw the thriving Cotton Mills here and faced with hard competition wanted to make labor here dearer, to reduce the time of work and increase price of work. Women
and children were extensively employed and their working conditions attracted attention. Labor movement was afoot. The hardships of industrial life were to be reduced or removed. There were no organized trade unions. In 1877 there was a strike by workers of Express Jute Mills in Nagpur over wages. There were public meetings about conditions of textile workers and there was the pressure from abroad. The Manchester interests pressed for amelioration of workers' conditions. A factory inspector from Lancashire reported about factory conditions in Bombay in 1887–88 to the Secretary of State who directed consideration of the matter. The Commission appointed by Bombay Government in 1876 had recommended action. The Manchester Chamber of Commerce wanted the extension of British Child and women labor laws to India. In 1889 the workers of spinning and Weaving Mills of Bombay sent a petition about their grievances. There was an International Labor Conference in Berlin in 1890 and some of its resolutions were sought to be applied to India.

In 1890 the Bombay Mill hands Association was formed.\(^1\) There was the Labor Commission of 1890 on pressure from Secretary of State and there was the Factories Act of 1891 regulating child and woman Labor. The Manchester interests and the Dundee Chamber of Commerce in 1894 wanted stricter factory legislation. In 1897 the Amalgamated Society of Railway Servants in India and Burma was formed.\(^3\) The factory workers of Bombay demanded improvement of their conditions. It was in 1905 that the national movement against the partition of Bengal gave a fill in to the movement in favor of labor.

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\(^1\) Introduction to Trade Unions Act 1926 (Office of Labour Commissioner, Government of NCT, New Delhi) pp 3,4

\(^3\) Professor B B Pande, A Legal Exclusion Through ‘Criminalization’, ‘Stigmatization’ and ‘Invisibilization’ in the Pre and Post- Independence India

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With boycott of British goods, the nationalist leaders took up the cause of labor and there were strikes. In 1905 the first labor association, the printers’ Union was formed in Calcutta, in 1907 there was the Bombay Postal Union. A new Factories Bill after an enquiry by a Commission was introduced in 1909. All these Associations were more or less welfare Associations than trade unions proper. Bombay Mill Hands’ Association was more an Association for workers than of workers.

It was like a friendly society. The grievances of workers were often taken up individually. The Printers’ Union and the Bombay Postal Union were sporadic attempts by workers and often fell in to a moribund condition. In 1910 there was the Bombay Factory workers’ Association/Kamagar Hitvarthak Singh or workers welfare association. It contemplated settlement of disputes between employees and employers. In 1911 the Factories Act was passed regulating hours of work. Labor movement in the plantations and mines reached later as outsiders could not reach the site easily where the employees resided. The condition of indentured labor in the colonies was worse. In South Africa the labor Question became a national question.4

There was the 1907 Act against immigration. Tales of woes and oppression flowed in to India. Mahatma Gandhiji’s efforts succeeded partly and there was the Indian Relief Act, 1914. Civil rights had been denied and strikes were widespread in Transvaal and Natal from coal mines to sugar plantations. Immigration was abolished by legislation in 1922.

Trade union as per Trade Union Act 1926 – "Any combination formed primarily for the purpose of regulating the relations between workmen and employers or workmen or employers and employers or for imposing restrictive conditions on the conduct of any

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4 Karanam Venkateswarlu, General Secretary , 25 years of Trade Union Movement :Saga, Sacrifices and Struggles, Special Circular SBIOA (Hyderabad Circle) August 15, 1992, Pp1,4
trade or business and includes any federation of two or more trade unions."

From the above definition, it is clear that Trade union is not just an association of the workmen of a factory or a trade or a business but also can be formed by officers and managers. Trade union movement in India was started and led by philanthropists and social organizations and not by the workers i.e., Bombay Presidency - by servants of India society, Eastern India - by Brahma Samaj South India and areas centered around Madras - by Theosophical Society.

Indian trade union movement can be divided into three phases. During the first phase (between 1850 and 1900) the inception of trade unions took place. During this period of the growth of Indian Capitalist enterprises, the working and living conditions of the labor were poor and their working hours were long. Capitalists were only interested in their productivity and profitability. In addition to long working hours, their wages were low and general economic conditions were poor in industries. In order to regulate the working hours and other service conditions of the Indian textile laborers, the Indian Factories Act was enacted in 1881. As a result, employment of child labour was prohibited.

Mr. N M Lokhande organized people like Rickshaw wala etc., prepared a study report on their working conditions and submitted it to the Factory Labor Commission. The Indian Factory Act of 1881 was amended in 1891 due to his efforts. Many strikes took place in the two decades following 1880 in all industrial cities. These strikes taught workers to understand the power of united action even though there was no union in real terms. Small associations like Bombay Mill-Hands Association came up.

The second phase (between 1900 and 1947) was characterized by the development of organized trade unions and political movements of the working class. It also witnessed the emergence of militant trade
unionism. The First World War (1914-1918) and the Russian revolution of 1917 gave a new turn to the Indian trade union movement and organized efforts on part of the workers to form trade unions. In 1918, B. P. Wadia organized trade union movements with Textile mills in Madras. He served strike notice to them and workers appealed to Madras High Court because under 'Common Law', strike is a breach of law. In 1919, Mahatma Gandhi suggested to let individual struggle be a Mass movement. In 1920, the First National Trade union organization The All India Trade Union Congress (AITUC) was established. Many of the leaders of this organization were leaders of the national Movement. In 1926, Trade union law came up with the efforts of Mr. N. N. Joshi that became operative from 1927.

The third phase began with the emergence of independent India in 1947. The Government sought the cooperation of the unions for planned economic development. The working class movement was also politicized along the lines of political parties. For instance Indian national trade Union Congress (INTUC) is the trade union arm of the Congress Party. The AITUC is the trade union arm of the Communist Party of India. Besides workers, white-collar employees, supervisors and managers are also organized by the trade unions, as for example in the Banking, Insurance and Petroleum industries.

Trade Union movement in India practically took shape after the First World War. There was rapid growth of industrialization. In 1918 B.P. Wadia organized Madras Textile Labor Union which proved to be the most effective of the early labor organizations. Nationalism fed both the branches of industry, capital and labor, and so there was more national and humanitarian attitude towards the efforts of labor Unions. The All India Trade Union Congress formed in 1982 was under the influence of National leaders.

It was from 1926 that the communists succeeded in developing the organization from the workers' point of view. Foreign Trade
Unionists visited India in the twenties and helped the growth of trade unionism. The Indian Trade Unions Act was passed in 1926, it was expedited by popular feelings against court decision injecting a union in Madras in 1921 from interfering with the business of the employers. The workers were to be allowed to voice their grievances and bargain collectively with their employers. Strikes were their only weapon. The Meerut Conspiracy case 1929 – 32 made the people aware of revolutionary trade unionism. In the thirties, with illegal strikes, failures in strikes like the one in G.I.P. Railways, quarrels, and widespread depression, the trade union movement had a setback. In 1936 there was National Federation of Trade Unions amalgamating several unions. In 1941 there were the Indian Federation of Labor, the Indian National Trade Union Congress and Hindi Amador pantheist. In 1948 there was the Hind Mazdoor Sabha. There were many workers' Unions. All India Bank Employees' Federation the National Federation of Indian Railway employees were not affiliated to any central organizations.

The most popular union was the industrial union. Workers' unions were of 'one shop variety i.e., union of workers of one establishment. Outsiders found it ready to organize industrial labor. Manual or craftsmen unions did not go far. Gradually workers in unorganized industries like biri, bus, etc., grew up. The unskilled workers' unions were called "new unions" in England towards the end of 19th century. In industrial unions, non-manual employees dominated at first. The most important factor in recent trade unionism is the prominence of white collar unions of the middle class technicians, assistants etc., who had so long kept aloof and were thrown into the movement by inflation.

In the history of labor legislation in India, the earlier attempt to regulate employment is seen in workmen's Breach of Contract Act of 1859 and employees and workmen (Dispute) act of 1890. Workmen
were liable to penal consequences for breach of contract under the penal Code of 1860. For plantations in Assam to get indenture labor there had to be several legislations from 1863 to Assam labor and Emigration Act of 1901. To regulate the working conditions of workers in mines there was legislation in 1901. The Factories Act of 1881, 1891, and 1911 regulate the employment of children and women and the hours of work of men.

There was a great upsurge and awakening during the period 1919–1922 in the Trade Union movement as well as National Liberation movement in our country. The Trade Union movement was till then disjointed and fragmented. The doyens of the National Liberation movement had decided to organize the Trade Union movement in India on sound lines. Accordingly, the first inaugural session to organize the trade union movement in the country was held at Bombay in the year 1927. Shri Lala Lajpat Rai, popularly known as "Punjab Kesari" and one of the famous trio "Lal Bal Pal" (Lala Lajpat Rai, Balagangadhar Tilak and Bipinchandra Pal) was elected as President of this session. Shri "Lokmanya" Balagandhar Tilak and Dr. Annie Besant were also associated with the first inaugural session as vice presidents.5

There were Factories Acts in 1934 and 1948. The Trade Unions Act was in 1926 and the Trades Disputes Act in 1929 banning lightning strikes in public utility concerns and general strikes and providing for settlement of disputes. It was replaced by the Industrial Disputes Act in 1947. In India because of the national movement, there was no hostile attitude of legislators or judges towards trade unionism as such, which had marked its struggle for recognition and

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5 *Sixty Years of Organized Trade Union Movement in India**, Supervision Vol. X VI No 8 Hyderabad December 01, 1987*
lawfulness in England. The legislative experiments in England and liberalism oriented the outlook of foreign administrators here to a great extent the Royal commission on labor was appointed in 1929 and its memorable report aiming at the welfare of labor was submitted in 1931.

The Act of 1926 had several amendments to meet occasional needs. The important amendment of 1947 on recognition and other allied matters including unfair practices remains in the statue book without being brought in to force. In 1950 a Trade Union Bill was introduced in parliament to replace the existing Act. But it was not brought on the statue book. It made provisions for recognition and unfair prices. It provided that where more union than one applied for recognition, the union having the largest membership shall have preference. In the absence of central legislation some states have passed appropriated laws for representative of approved unions e.g., in Madhya Pradesh in 1960. In West Bengal an amending Bill was passed by the Legislature in 1969, whose main provision was about recognition of trade unions, compulsory recognition of the most representative union as the major bargaining agent. One union for one unit or industry is contemplated. The Five year plans advocated these in policy but the policy was not reflected in legislation or even bringing in to operation the Act of 1947. It did not get the assent of the president and is not on statute book.

The National Commission on Labor\(^6\) published a draft Labor Code which envisages more detailed Legislation on Trade Unions, their registration, their recognition, the rights of recognized union, unfair labor practice, prohibition of strikes and lock outs and other allied

\(^6\) The First National Labour Commission (NLC) under the chairmanship of Dr. Jagendragadkar, was constituted in December 24, 1966.
matters. Ss 17 and 18 of the present Act are not changed. But s.19 is sought to be materially changed.

To avoid multiplicity of unions and provide for compulsory recognition, many suggestions are made. A Bill was introduced in Lok Sabha on 01-05-1969 by a member to amend the trade Unions Act for introducing a procedure by which there will be only one union, no employee should be excluded, the formation of executive will be fair, the union will gain in bargaining strength and the employer will find a broad based union to deal with and all sense of groupism will be avoided. The definition of trade union is sought to be amended by stating that it means a union of employees formed in accordance with S.4 of the Act. The existing definition is broader; employers can also form a trade union SS. 4,5,6,7,8,9,10, 11 and 12 are sought to be substituted only by two sections, one providing for formation of a trade union and another for registration and rules. It is suggested that every employer shall prepare a register of the employees entitled to be on the members' list and maintain it. He shall cause election to be held annually according to the rules made in this behalf, for electing office bearers by means of secret ballot with voting by proportional representation by means of a single transferable vote. He shall deduct every month the monthly subscription from pay. Such a union shall be registered by the employers with the Registrar and the Rules of the union shall provide for name of union, objects and purpose for which the fund can be applied.

The Report of the National Commission on Labor was published in August 1969. What was said about Trade Unions in India in 1934 on membership being small and divided, the movement being neither self-reliant nor financially self sustaining is not still wholly out of place. The National Commission has laid stress on three important

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points among other which aim at making the trade unions stronger and more national; (1) How to remove intra-union rivalry and promote recognition. (2) How the trade unions should undertake social responsibilities (3) How wasteful strikes should be controlled.

Recommendations are discussed in detail in this Book in proper places. But the Government policy on the recommendations began with a walkout by All India Trade Congress and non participation of Hind Mazdoor Sabha. The idea of an industrial Relations Commission is being opposed. Recognition on verification of paid membership for determining majority is appearing to be more acceptable with a provision for ultimate judicial determination. Steering group of three parties may be there to formulate points of agreement for quick implementation. All India Trade Union Congress at the Guntur session rejected the main recommendations. The Government's anxiety to see that the report is not shelved may lose its edge on fundamental differences. The tardiness and hesitancy of executive and legislative action over trade union matters so far do not speak of a firmness and sincerity of purpose in policies and plans.

Recognition of trade unions as the sole bargaining agent received attention from the very beginning, but the matter was allowed to drift. The Central Act of 1947 remaining on the statute Book has not all these years been brought in to force. The bill of 1950 introduced in Parliament contemplating salutary changes was allowed to lapse. The West Bengal Amending Act, 1969 passed by the State Legislative awaits President's assent. Be it political rivalries reflected in inters unions union rivalries (see V.V. Kennedy's Unions. Employers and Government and Harold Crouch's Trade Unions and Politics in India) or any other reason of blindness of shutting the eyes to facts, changes in industrial relations or outlook of trade unions or attitude towards trade unions which are called for here in national

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under Labor Government in England, the birth place of modern trade unionism, should make us aware of our own position calling for Action. Many changes have taken place in America since the Wagner Act of 1935 which inspired the Act of 1947 and the Bill of 1950 here but apprehensions of political and other vested interests and executive indecisions of political administrators and the bureaucracy did not allow the effectuation of timely changes.

There has been no comprehensive Act as yet. The only amendment to the Trade Unions Act was effected by Act 51 of 1970 where by some labor laws were made applicable to Jammu and Kashmir with effect from 1st September 1971. A comprehensive Industrial Relations Act is under consideration for legislation covering the Trade Unions Act, Industrial Disputes Act and Industrial Standing Orders Act.

UNIONS AND FEDERATIONS OF UNIONS

The definition of 'Trade Union 'as enacted in the Indian Trade Unions Act 1926 includes any federation of two or more Trade Unions. A trade union can be the member of a trade union. In England under S.7 of the Act of 1871 and S.5 (a) of the Act 1906, the branch of a union can register a trade union. A combination of unions can also be a trade union as Abrahams observes "a combination of such combinations is a similar case e.g., the confederation of ship building and engineering unions in England. A confederation is a group of unions of federation of unions. There are seven national federations in India. The All India Trade Union Congress, The united Trade Union Congress, Indian National Trade Union Congress, The Hind Mazdoor Sabha Centre of Indian Trade Unions. The Bharatiya Mazdoor Sangh The Hind Mazdoor Panchayat.

In 1959, 886 unions were affiliated to Indian National Trade Union congress and 807 to All India Trade Union Congress. In that
year there were 72 federations of workers' Trade Unions in the States of Andhra Pradesh, Assam, Bihar, Bombay, territory of Delhi. National Council of Trade Unions was formed by A.I.T.U.C., I.N.T.U.C. and H.M.S. during last union congress includes all the important unions and the affiliated unions cover the largest number of total membership. But unregistered unions can also be affiliated to trade union congress. There is a general council of the trade union congress which consists of representatives of affiliated unions. There should be a provision in the rules of the union for joining such federation and for paying subscription.

Affiliation is different from amalgamation where identity is lost in merger. In Britain there is also the Confederation of British Industry. The British Trade Union Congress is a voluntary unincorporated institution based on agreement of affiliated member unions. In inter union disputes Trade Union Congress plays an important role. Grunfeld says that it is not a Trade Union in law and has been built up almost entirely for purposes of co-ordination. It is prime organ of national representation and general policy. In Britain there are also 41 Federations for effecting negotiations with the Management net and inter change of information and radicalization of services. These Federations are trade unions in law and registered as such. The structure of the Trade Union movement and the growth of small unions and big confederations show how the necessities at local and national or international levels brought in to existence the Units and the Federation or Confederation. The big organizations are not only powerful in negotiations but also effective in nationalizing the conditions of service at a national level. The different kinds of trade unions and the Federations and amalgamations illustrate the truth of the remark that structure particularly in the Trade Union movement is a function of purpose. So long as class structure remains, the trade unions will stay. The bargaining on wage basis may have a more
national outlook with an awareness of community interests. Attention may be paid to productivity. Trade Unions have served the useful purpose of channelizing agitations into legal remedies and conciliation. With white collar employees joining the Trade Unions, the nearest ideal has become regulated capitalism. The dispute is over distribution of authority or control. Managers are more important than owners and they combine with trade union leaders to control the industry.

The formal functions of organization like Trade Union Congress of England are:

➢ to promotes common action by the trade union movement of matters of general concern to affiliated unions.

➢ to assist when requested the efforts of individual unions on matters of special concern to them.

➢ to assist any union which is attacked on any vital trade union principle

➢ to represent the view of the trade union movement to the Government and other national authorities and to do whatever might be possible to influence Government policy and legislation in the interests of the working people, particularly on such matters as the maintenance of full employment, economic expansion and industrial legislation.

➢ to enter into relations with Trade Union movements of other countries with a view to promote common interests.

➢ to help resolving disputes between affiliated organization.

➢ to promote public ownership of natural resources and services and workers' participation in control and Management.

It is apparent, however, that workers' struggles have taken a new turn. Trade Union activity is no longer confined to mere bargaining for wages and other emoluments of work conditions. Strikes are no longer used for such pecuniary bargaining only. The
power to control is sought to be seized from below. Powers of Management about methods of production are also sought to be curtailed. Trade Unions want to change these. Strikes have lost their traditional color. Wider issues are involved and traditional trade unionism may get submerged in revolutionary unionism against the whole system, which rational trade unionism preserved by adjustments and conciliation and by a growing national outlook about productivity and administration.

The National Commission on Labour in its report has mentioned the following basic needs of workers to which the trade unions should pay greater attention.

To secure for workers fair wages.
To safeguard security of tenure and improve conditions of service.
To enlarge opportunities for promotion and training.
To improve working and living conditions.
To provide for educational, cultural and recreational facilities.
To co-operate in and facilitate technological advance by broadening the understanding of workers on its underlying issues.
To promote identity of interest of the workers with their industry.
To offer responding co-operation improving levels of production and productivity, discipline and high standard of quality, and generally.
To promote individual and collective welfare.

Trade unions in the banking industry function at two levels, namely the clerical level and the officers' level. The clerical level consists of the award staff members, namely the clerks, sub-staff,

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Dr Rajendra Varma, Chairman of the Second Labour Commission on Labour presented the report to the Prime Minister on June 29, 2002.
The officers' level consists of officers, probationary officers, accountants, managers, assistant managers, chief managers, chief officers, deputy chief officers, assistant chief officers, inspectors of branches and deputy managers. At present, there are 4 unions in the clerical and 3 at the officers' level affiliated / inclined to various political parties. The details are as follows:

<table>
<thead>
<tr>
<th>Name of the Union</th>
<th>Level</th>
<th>Political Affinity</th>
</tr>
</thead>
<tbody>
<tr>
<td>All India Bank Employees Association (AIBEA)</td>
<td>Clerical</td>
<td>CPI</td>
</tr>
<tr>
<td>Bank Employees' Federation of India (BEFI)</td>
<td>Clerical</td>
<td>CPI(M)</td>
</tr>
<tr>
<td>Indian National Bank Employees Congress (INBEC)</td>
<td>Clerical</td>
<td>Congress (I)</td>
</tr>
<tr>
<td>National Confederation of Bank Employees (NCBE)</td>
<td>Clerical</td>
<td>Non Political</td>
</tr>
<tr>
<td>All India Bank Officers' Association</td>
<td>Officers</td>
<td>CPI</td>
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<tr>
<td>All India Bank Officers Confederation</td>
<td>Officers</td>
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<td>Indian National Bank Officers' Congress</td>
<td>Officers</td>
<td>Congress (I)</td>
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</tbody>
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**Indian Banks Association (IBA)**

The Indian Banks Association (IBA) was formed on the 26th September, 1946 with 22 members. Today IBA has more than 156 members comprising of Public Sector banks, Private Sector banks, Foreign banks having offices in India, Urban Co-operative banks, Developmental financial institutions, Federations, merchant banks, mutual funds, housing finance corporations, etc.
The functioning of IBA is to pool together expertise towards common purposes such as reduction in costs, increase in efficiency, productivity and improve systems, procedures and banking practices. IBA constitutes standing committees/task forces/ small groups/ committees of experts from member banks for the examining of various aspects relating to industry level issues to get solutions. Recommendations of these groups/committees are communicated to members with the approval of the managing committee or taken up with the concerned authorities for action. IBA is the representative of the member banks and authorized to negotiate with the trade unions in wage settlements. During the process of negotiations, it also puts up demands on behalf of bank Managements for introduction of new initiatives such as ATM, CBS and mobile Banking etc in the respective Banks. The very fact that the mighty Bank managements themselves have formed into Associations for furtherance of their causes reflects the significance of trade union movement and the power of collective bargaining.

TRADE UNIONISM OF MANAGERIAL CLASS

The efforts for organizing trade Unions for working class i.e., mostly the white collared workers to protect their interest has succeeded well. Inspired by the success and following the footsteps of their subordinates – (manual workers and clerical employees), the Managerial class, which mainly comprises of Supervisors / Officers / Managers, in India as their brethren around the world, also began to form in to groups called Officers Associations with the sole objective of protecting their interest. These Associations sought to enhance their interest and the bargaining power. Though this movement of the Managerial class in India started around 1940s, it gained some momentum, though not to the desired levels, only in mid 1970s. This had definite implication in the matter of industrial relations in the
country. However, this has not gained the impetus and the attention it really requires to make it more meaningful and purpose oriented. The partners in the Industrial Relations System (IRS) in the country have not been prompted, for a variety of reasons, to seriously think of furthering the movement and make it a real champion of the cause the Managerial class. Otherwise, there is no reason for not introducing a scheme for redressal of the grievances or then the law makers not thing of making legislation for allowing the protection under ID Act. The apathy of the active partners like the government and / or the managements is very much evident in not making the participation in the management more realistic and meaningful. This only leads to the conclusion to have a national consensus on the subject. The central body of the trade Union is also to blame for not providing the required leadership and the necessary vision to the Officers’ Association at organization levels and to take their activities / struggles / agitations to their logical ends. It is only surprising that necessary and the deserving research, by academicians, other persons, why the Managerial class themselves, have not gone in to such a subject with far reaching consequences in the country. This is more than required in the light of fact that the situation prevailing in the country is characterized by the oscillating love and hatred between the partners in the IRS.

Even if some Indian writing is available, if not research, they are purely based on observations, experiences, views and news, writers’ intuition and hunches etc. "Experienced compounders and chronic patients cannot certainly become the doctors “Only a Scientific, systematic and substantial study of the materials, sources, investigations etc., will establish facts, lead to the reliable, valuable and meaningful conclusions and also to bring about innovating and improved solutions for a large variety of problems plaguing the IRS in
the country. The study and / or research, as in the case of any research, should start with a question whether the Managerial class in the country need or deserve an Association at all. This should ponder over various ills of the present IRS. The study should adequately be backed up by the history of such managerial association in the country and the extent of requirement. The role of already established of Trade Unions / Managerial associations should also be analyzed from the angle of their formation and running /managing. The most important aspect of the study must be to know the reaction of the employers / the respective managements, who will be otherwise apathetic to such formations. It should deal with their fears and apprehensions and the problem should be looked from their angle also, only to find amicable solutions, leading to a win-win situation. It should include role and response of the government also in making such formations. More pivotal points and the shaft of the entire study should be to examine the psychological attitude of the officers or the managerial class themselves in the formation of such associations. Only such a detailed study, scientific and logical research, will bring out the plight of the managerial class, as the managers in any organization is expected to "PERFORM ", notwithstanding the variety of spokes, obstacles, stumbling blocks, or "PERISH"

In the eyes of the management, the manager is supposed "to be the personification of all virtues and Herculean strength "outmaneuvering the inherent weakness of the management and the IRS. On a peripheral scanning of the environment prevailing in the country, the following points draw one's attention inescapably.

In any organization, particularly industrial, the workforce is divided into three broad groups i.e., the manual workers, supervisors and Managers. Over a period, to suit to their conveniences the
managements subdivided the supervisors into junior, middle Managers etc. As it is to everybody's knowledge, the manual workers may form trade Unions and the Manager / supervisors cadre are deprived of the same. Therefore, the above sub-division broadly divided the entire workforce into two categories i.e., Unionized and non-Unionized. If effect, this decided employees into two categories the Ruler / and the Ruled.

Here comes a pertinent point for discussion that "who is the Manager". Fortunately and unfortunately, the term Manager is not defined anywhere in the statute whereas, a workman is well defined in the Trade Union Act. A Manager is generally understood to be a person who manages. That way, any person who manages can be a Manager. In the absence of the specific definitions, the terms "Manager", "Officer", "executive" or "supervisor" etc., are used by various organizations interchangeably to suit to their convenience, to ensure that they are excluded from the category of the "Ruled" and make them a part of the "Rulers".

A definition of sorts was tried to be given in the year '1989, by Snape and Bamber⁹. Managers are all those above the level of the first line supervisors but below senior executive levels. Accordingly, persons like engineers, scientists, administrators, personnel and marketing specialists etc., have been categorized as Managers. ILO calls such employees as professional staff. Research literature on Managerial Unionism deals with junior and middle Managers only, as they are the ones who form the major force for Managerial Unionism.

In the above definition, senior Managers/ executives and above are excluded from the definition of the Managers, which is understandably unfair. Designation such as General Manager etc.

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⁹ Bamber, G 1986, "Militant Managers" Managerial Unionism and Industrial Relations
ought to have been included in to the definition of the Manager as that designation is also of Managerial nature.

The following categories of Officers / Managers are generally found in any organization, i.e., Chief General Manager, General Manager, Group Manager, Deputy General Manager, Senior Manager, Manager, Deputy Manager, Assistant Manager, Senior Officer, Senior engineer, Junior Manager, Officer, engineer etc. They are sub divided broadly into - junior, middle, senior Manager. Higher designations above CGM are directors, Managing Directors. To say, they are the “Ruler” category. Whereas the organizations for workmen are registered as Trade Unions and are called as such, the Officers' organizations are not. Although a few Officers Associations are registered under Trade Union Act 1926, they do not prefer it to be called "Unions" instead they call themselves "Associations". May be it is a psychological obstruction. Therefore, the organizations of Officers are generally called as Associations in India. Ironically, there are substantial number of court cases, wherein the Officers claimed that they are practically “workmen” in the light of the duties they discharge and that they should be protected and ID Act 1947. In the above confused situation and in the absence of a specific legal definition, which is allowed to continue deliberately for obvious reasons, a Manager is deprived of the much required protection to him under the various labour laws, including ID Act 1947.

From the year 1969 onwards, Banking and Insurance Industry have seen a substantial growth of Officers Associations. Organization level Associations as also Federations at the national level and industry level the federations were formed. Similar is the case with other public sector undertakings. The reason is the formation of huge public sector undertakings with massive investment of public funds. This has increased the number of Managerial employees. This
phenomenal number provided the critical mass for the formation of Associations. As the problems of Managerial community elsewhere in the world also grew, the Managerial Unionism has been growing all over the world. The labour Legislation, employer's role, the government and many related factors contribute to the differences in the Unionism in different countries. The major difference between India and West European world lies in the distinction of a workman and a non-workman. The distinction is very sharp in India and not so in the West European world. In India, Trade Unions have their apathy for Officers Association and vice versa.

The Scandinavian Countries, Italy and Holland are reported to have relatively high density of Managerial Unionism, while Switzerland, Australia and the United States are said to have low density. The intermediate position is occupied by France, West Germany Great Britain and most other West European countries. In India, Managerial Associations are reported to have been in existence for decades, with Association of merchant navy Officers as well as pilots and flight engineers of airline dating back to the late forties, Indian civil servants have likewise been organized for a long time.

Even in the prevalence of adverse conditions, the Managerial Unionism has its strong roots in the public sector and has spread sufficiently. As against this the private sector Officers / Managers are still to be inspired / motivated to form such Associations in large number. Public sector being large in its size has all the attributes of government organizations i.e., bureaucratic approach etc, the sizes of the work force including Officers / Managers, the critical mass, will be

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Baldev. R. Sharma, 1990 Indian Journal of Industrial Relations IJIR Vol 25 No 4 April 20
large. The IRS in the public sector leaves much to be desired and leaves enough scope for forming Associations to redress the grievances.

However, the reverse is the case with private sector. The number of Managers will also be very small, which is practically the inhibiting factor. The IRS will not be as bad as it is in public sector. Though the private managements are not taken to be kind hearted, they take care of their personal problems to a major extent. The individual attention and certain pro-HR policies that are pursued by them may be one of the discouraging factors for the Managers of the private sectors. Added to this, the private sector managements' apathy towards forming Officers Associations is seen as another hurdle for Managerial Unionism although there are enough reasons for forming the same.

In public sectors undertakings, banking and insurance industry take the most of the credit for formation of Managerial Unionism. Whereas the other public sector undertakings, it is of recent development and it has to take its roots. The situation elsewhere in the world is also not encouraging. Managerial employees in the other parts of the world also remain un-organized, exception being the predominant public sector Managerial Unionism.

As enunciated elsewhere, the role and response of the management to the Managerial Unionism is totally negative, discouraging, hostile and leaves a lot to be desired. In the light of these, less said the better about recognition of the Managerial Unionism, again exception being the banking and insurance industry. In most of the industries/organizations, the Managerial Unions/Associations do not have either de jure or defacto recognition. In sporadic cases, even where recognition was accorded, depending on
the management attitudes, the Associations are allowed informal consultations. As reported by Ramaswamy (1985) and Mukherjee (1989), many private sector undertakings mercilessly sacked the activities of the Association to nip the movement in the bud itself.

Most of the managements / corporations / expect their Managerial employees to be the "holy cows "in so far as Union activities are concerned. It is a taboo on them. They hate their forming Unions / Associations for achieving their "non-existent rights". They opine that the Managerial class are part and parcel of the employer i.e., "the Ruler" and that they have a sacred duty to protect the rights of the managements, voice their concern instead of assuming the role of a trouble shooter in the guise of the Association.

According the Nandi (1990) industrialists and top level executives usually experience a trauma when Managerial employees form Associations or groups. The immediate reaction, Nandi says, would be one of righteous indignation and therefore to punish the erring ones. Bamber (1986) also explains that the top management's opposition to the Managerial Unionism is based on the belief that it would automatically engender disloyalty among the Managers. They are totally engulfed by the belief (perhaps the disbelief) that the Managers have no right what so ever to form Associations, particularly when every care has been taken of them, and that they should be more patriotic than the kings themselves. Forming an Association, in their eyes, is a sin and that the wages of sin must be death (i.e., sacking / firing). Some managements form more stringent personal policies, hurling veiled and hidden threats to their carriers.

Some management form most individualized policies/practices, only to lure them away from Unionization.

If at all the management are constrained to issue recognition, though grudgingly, when they find/discover the adverse effect of the Managerial Unionism, they tend to tighten the requirements of the recognition, only to dodge and avoid recognition or resort to derecognition—says Hartmann14 (974) commenting on the West Germany experience. Forming in-house Associations is also one of the tools of the management in France to discourage the growth of Managerial Unionism. Such ill-intentioned techniques lead to formation of external Unions. (Bamber 1986). Latta (1981)15 has also observed that one of the reasons for the failure of Unionism among the engineers was strong employers’ opposition. Past history and the present realities lead one to conclude that the management’s reaction to Managerial Unionism, in most of the cases, has been in the range of negative, hostile and grudging.

One of the unwilling partners in IRS is the government. Any government which is supposed to be welfare oriented should assume the role of a felicitator to ensure forging of Managerial Unionism. Alas, government anywhere and everywhere seem to be equally, if not more, grudging and unwilling. The simple reason being the notion may be wrong and unconstitutional, that the Managers are supposed to serve the interests of their employers only. With such beliefs and perceptions, the governments only tend to ignore, if not prevent the formation of Managerial Unions/Associations (Arthurs 1983).

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In the United States, for example, the Taft Hartly Act of 1947 excludes private sector supervisory employees from the scope of collective bargaining. The lower incidence of Managerial Associations in the United States is because of the said law and not due to lack of interest in Unionization (Arthurs, 1983). In other areas where law is favorable, supervisory and Managerial Unions are reported to be existing in the United States.

Like USA, Japan too has a law restricting Managers from forming Unions. On the other hand, in Quebec (Canada), the Labour Code of 1964 permits professional employees to form Unions and to engage in collective bargaining. Similarly, in most West European countries, although the governments have not directly encouraged the formation of Managerial Unions, they have certainly provided a favorable climate for the emergence and growth of such Unions. In Britain, for example, the formation of Managerial Unions was encouraged by a Royal Commission, with the experience of the nationalized industries and of civil service (Bamber, 1986). Gospel (1978) maintains that, as direct or indirect employers, European governments are increasingly prepared to recognize Unions of employees up to the highest level.

The Indian situation as far as Managerial Unionism is concerned is not different from that of prevailing elsewhere in the world. The weakness in the statute lies in not defining a Manager as it was done in the case of a workman. Owing to this, the Managers do not enjoy the protection under ID Act 1947, other labour laws etc., although they are entitled to form an Association under the Trade Union Act 1926 (any seven persons including Managers, are entitled

to form a Union). What more – there is a many slip between the cup and the lip.

In the past, Managerial Unionism was felt in the wake of large scale industrialization and rapid growth thereafter. However, after the advent of the technology up-gradation, ever increasing International markets erasing the boundaries, the concept of the globalization, the need for Managerial Unionism is more felt presently than ever before. Proliferation of the private sector managements and the concept of "Hire and fire services " etc., dictate the pace / speed with which Managerial Unionism should take its roots, only to thwart the attempts of self centered and exploiting managements to rob the Managers of their decency, dignity and monetary protection, which leave them in the lurch. Further the technological advancement is leading to contraction of blue collar workforce with/ and as well the white collar one. Inevitably, the Managers are constrained to bare the brunt and therefore have become indispensable. The increase in their number in any organization is standing witness.

During the past, when the number of Managers was not substantial and the very word Managerial Unionism was an anathema, mainly a study / literature explored / analyzed the origin / genesis of Managerial Unionism and the need for. After the advent of technological up-gradation, domination of private sector organizations/corporates, the following 5 points, inter alia, needed a special focus.

As against the total and full security available to the manual workers due to already existing laws and additional doses of labour laws introduced, the Managerial class does not enjoy any protection of their job. On the other hand this class enjoyed "job in-security ", more particularly in the present day situation of "hire and fire
measures of corporate managements. If a Manager is fired without justification, the management is not afraid of any protest, adverse publicity, governments' intervention or at least a murmur from any quarter etc., (Nandi 1980, Ramaswamy 1985, 1988 and Adams 1974)\(^1\). Against such background, it is fittingly felt that there is no alternative to the Managers then joining hands, organizing themselves, and unite only to increase their collective strength and thereby protect their interests. May be, a queue should be taken from the Trade Union of workmen, which have gained all this strength they enjoy, by their collective Union.

Managerial employees in Sweden are reported to have started joining Unions after they started getting affected by unemployment and redundancy in the thirties. In Britain, Reckitt and Colman Managers started joining Unions in the seventies after they suffered from manpower cut (Bamber, 1986). He also reports that members of Steel Industries Management Association (SIMA) thought that Unionization provided them insurance against redundancy and victimization. In an empirical study of college and university administrators, Gerhart and Mexey (1978)\(^2\) found that administrators dissatisfied with job security preferred an alternative like collective bargaining. Arthurs (1983) and Latta (1981) have also identified job insecurity as a significant determination of Managerial Unionization.

Around 40 years ago, in 1969, Gokhale commission in India recognized and emphasized the need for providing protection to all the Managerial employees. Subsequently, the Committee on Comprehensive Industrial Relations Law and Indian labour conference also dwelt at length with a genuine problem. Finally, may

\(^{17}\) Adams, R.J. 1974. "White Collar Union Growth. The Case of Sweden". Industrial Relations Vol 13, No 2, pp 164-175

be as a sequel to all these, in 1978 the then government of India introduced employment security and miscellaneous provisions (Managerial employees) bill, 'aiming at providing protection to Managers against termination and demotion, reduction in remuneration. The bill unfortunately had not seen the light of the day and not turned in to a law, as the parliament was dissolved.

As elders put it "growth is the essence of life ". If anywhere, anytime, and for any reason the growth is stopped and stunted, the particular object gets vegetated and resultantly gets perished. Same is true with the human beings also. Ironically and ridiculously, it is not the case with the "wages " of the Managers. Many instances / cases can be quoted and cited where an Officer, on promotion, draws lesser emoluments comparatively, first to his own and then to his subordinate workman of the same service. This status and wages pyramid is unimaginably the reverse. This paradoxical situation leads to the vegetation of the Managers eventually and naturally. This may be the off-shoot of unfortunate and unmindful linking of the wages of the Officers with that of the workmen. Even if the wages of a Manager grows, this is not commensurate and in proportion to the growth of the wages of the workman. This anomalous and ridiculous situation may also be one of the prime reasons for Managerial Unionism. In a study of engineers, Latta (1981) discovered that narrowing wage differential between the remuneration of engineers vis-à-vis that of draftsmen and technicians was the major reason why the former formed a Union. Bamber(1986) has reported that more than half of his sample of Managers in the British Steel Company thought that manual workers were doing relatively better than the Managers in terms of pay. Managers of many other European countries are also reported to suffer from a feeling of relative deprivation on the question

Referring to the Indian context, Ramaswamy (1985) has reported that narrowing wage differentials have contributed directly to the formation of Officers' Associations. Similar observations have been made by Kanhere (1987) for Bank Officers in India. She has found that there exists little difference in the incomes of Bank Officers and those of the unionized staff. These and other studies show that there is a fairly widespread feeling shared by Managers around the world that, compared to their subordinates, they are getting a raw deal from the employers in terms of remuneration. Managerial Unionism may be seen as an outcome of such a feeling. Collectively, the Managers can hope to exert pressure on the top management to be able to obtain a comparable and proportionate salary hike each time the wages of workers are raised.

The word participation is comprehensive one and includes a wide variety of delegations. Here, the word is used in the sense of participation in decision making and policy matters. Lack of participation of the Managers at various levels leads to disillusionment. Even when participation is allowed it will only be notional and pseudo and situation is will not be different. Further as the institution / organization grows, the individual influence in decision making process shrinks (Ladd and Lipset 1973). The dominance of bureaucracy in the decision making policy also contributes to Managerial dissatisfaction. Arming the lower level

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employees with high discretion jobs has the un-intended consequences of a Manager losing his power and status.

Commenting on the European Community's proposal for greater employee participation in management, Bamber (1986) maintains that Managerial employees are likely to ask for a collective voice for themselves, particularly if they feel that the Managers are being "disenfranchised" from the decision - making processes and "bypassed" in the flow of information. Based on his study of the situation prevailing in West Germany, Hartmann (1974) concludes that the foremost reason for Managers joining Unions was the need for participation. In his study, as many as 87 per cent of the Managers showed a concern for more participation, whereas no other issue was backed so widely. It may out of the need of self satiating.

In an analytical article, De (1980) has opined that in India there is a facile presumption that middle Managers are part and parcel of management. He concludes that these Managers do not have the required amount of discretion to carry out the responsibilities entrusted to them. The absence of a reasonable equilibrium between job demands and job decision latitude, according to De, characterizes the situation of the large number of supervisors and middle Managers in public enterprises in India, Nandy (1980) holds lack of participation as one of the factors responsible for collectivization of junior and middle - level Managers in India. Ramaswamy (1985) is of the view that most of Managers find that delegation of organizational authority to them is inadequate. Lack of influence in the affairs of the organization, says Ramaswamy, leads to a sense of powerlessness as individuals which, in turn, prompt them to seek power through a collectivity. Nicholson (1981) has also

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suggested that collectivism of Managers is specially pronounced where workers have gained wide-ranging participatory rights.

In India efforts were made to promote workers (both manual and Managers) participation in the management by suitable legislation. When it comes to the implementation of the measures, it remained totally a notional one, pseudo participation without any tangible impact on the lower level Managers. In these circumstances the Managers particularly junior and middle level Managers have a genuine feeling of being left out.

In a study of Managerial Unions in Europe, Gospel (1978) found that increasing size of work organizations tends to subject many Managers to hierarchical and bureaucratic controls. It also creates a greater distance and a feeling of remoteness between top management and junior / middle level Managers. Bureaucratization leads to standardization of terms and conditions of employment. The Managers, like workers, are treated in an egalitarian manner instead of viewing each of them as an individual. This is said to have led the Managers (like workers) to reciprocate through collective action. The processes of bureaucratization and standardization are more pronounced in the public sector than in the private sector. That is one of the reasons, according to Gospel, why the incidence of Managerial Unionism is higher in the public sector organizations. Lending support to this hypothesis, Bamber (1986) found, in his study of SIMA, that Managers felt no need for collective bargaining before re-nationalization of the steel industry, as organizations under the previous employers were less bureaucratic.

Roberts (1972) is of the view that the movement to form professional bodies may increase as pressures towards bureaucratic
homogeneity grow more powerful. Bains (1970)\textsuperscript{25} argues that employment concentration increases Union membership because bureaucratization reduces the ability of employees to influence the making and administration of rules. In a study of the rise of Unionism among college faculty, Ladd and Lip set (1973) found that growth of Unionism among college faculty was caused by various structural factors like (a) increase in the size of an institution, with the resultant loss of individual influence in decision making; (b) more authoritative or bureaucratic methods of institutional decision making and (c) the tendency of off-campus authorities to intrude on institutional decision processes. Commenting on the Indian experience, Ramaswamy (1985 ) maintains that the size of an organization is one of the primary reasons for the evolution of Managerial Unionism. Managers, like the workers below them, are said to have lost their identity as individuals in organizations the climate of which is marked increasingly by impersonality caused by bureaucratic processes. To regain their identity and self-esteem, the Managers are forming Associations as did their subordinates in the past.

Normally, the pressure percolates downwards. Upward pressure would be caused per force and it has to be raised. However, in the industrial circles / IRS, at least in India, reverse is the truth. Pressure is mounted upwards on the Managerial staff by their subordinates. Intensity differs from place to place and person to person. This is felt to be harassment. Nandi (1980) suggests that the lower level executives are being steadily squeezed between the growing demands of higher managements and burgeoning power of Trade Unions. Their authority got shrunk and they are made to cajole

\textsuperscript{25} Bains, G.S 1970, The Growth of White Collar Unionism, Oxford Clarendon shirk upon different aspects of trade unionism Vol X, Pp 76-95
rather than control their subordinates. They have to somehow get things done. Administration and control have been left to the winds due to this sort of a situation. However, the managements demand to show results. Resultantly, the Managerial staff stand sandwiched between high demanding management and unruly and arrogant workmen.

Ramaswamy (1985) maintains that, given the present industrial relations climate, to direct and control the activities of the subordinates is no longer an easy task. Managers who initiate such action have sometimes to bear the brunt of hostility in the form of not only verbal taunts and disobedience but also through physical assaults. Ramaswamy goes on to say that, in the absence of back-up support from the top management in the implementation of the lawful decisions, the Managers have decided to organize themselves into Officers' Associations. Commenting on the situation prevailing in the banking industry, Kanhere (1987) says that formation of Associations on the part of Managers is seen as a way out of the situation in which they have to deal with a group of arrogant subordinates.

In the West too, Managers have had to put up with increasing power and influence of the workmen staff. Gospel (1978) is of the view that increased confidence and power of shop floor workers had led to an erosion of some traditional Managerial prerogatives. It is, therefore, not surprising that Managers may look for alternative ways of reinforcing their authority over subordinates. Similarly, Brannen (1976)26 found that, of the various interest groups, Managers of the British Steel Corporation were the most opposed to the idea of worker-directors, as for them it was a threat to suddenly find subordinates becoming superiors.

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The above cited points / justifications are only a few from the long and in-exhaustive list of reasons for bringing out the needs for Managerial Unionism around the world in general and in India in particular. All these factors may be or may not be operating simultaneously in any part of the world. Different reasons / factors may be observed in different parts / places of the world. It can therefore, be said that an in depth and further analysis and study of the Managers' plight across the world, emphatically, conclusively and unequivocally go to show that Managerial Unionism is the ultimate for the Managers.