CHAPTER–1

INTRODUCTION, SCOPE AND METHODOLOGY

Administrative activity is as old as organised social life. It is a universal process carried on in a variety of public and private organisations. It occurs in such diverse institutional settings as a business firm, labour union, church, charitable organisations, educational institutions and government units. It consists of a systematic ordering of affairs and the optimum use of resources, aimed at making things happen that we want and simultaneously prevent developments that fail to match our intentions.

Thus, administration is the management of affairs, with the use of well thought-out principles, practices and rationalised techniques to achieve the objectives. It is a cooperative effort directed towards the realisation of a consciously laid-down objective.

Pfiffner, while examining administrative activities, has defined administration as “organisation and direction of human and material resources to achieve the desired ends.”

Public Administration as a study envisages the following aspects:

(a) Structure of public organisations dealing mainly with the way executive organisations are formed, readjusted and reformed.

(b) Administrative processes denoting the dynamic aspects of an organisation such as communication, control and decision-making.

(c) Bureaucratic behaviour with emphasis on the inter-personal and inter-group relationship in organisational settings.

(d) Organisation-environment interactions covering the influences and resultant relationship that exist between public administration and its surrounding forces and factors in the environment.

Hence, administration consists of structure, process, techniques and skills of human relations to achieve certain well-laid objectives. It is the management of human affairs concerned with the needs of carrying out specific objectives. Administration provides the means, whereby the most effective use can be made of

knowledge and skill of those providing the services. It is a way of conceptual thinking for attaining predetermined goals through group efforts. Group efforts can bring the desired goals only when they work through organisations, which include the arrangement of personnel for facilitating the accomplishment of some agreed purpose through the allocation of functions and responsibilities.

To Gaus', organisation is the relationship between efforts and capacities of individuals and groups engaged upon a common task in such a way as to secure the desired objectives with least friction and the most satisfaction for whom the task is done and those engaged in the enterprise.

Allen, on the other hand defines an organisation as the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for enabling people to work together more efficiently in accomplishing the objectives. Whereas Chester Barnard views an organisation as a system of consciously coordinated activities or forces of two or more persons. J.D. Mooney describes an organisation as the form of every human association for the attainment of a common purpose.

Thus, an organisation is the planned coordination of activities of a number of people for the accomplishment of some common explicit purpose or goal through division of labour and function or through a hierarchy of authority and responsibility.

An individual’s life is influenced by a number of organisations big or small, public or private, religious, social, political, health and so on. Health organisations look after the health needs of the public. Health, being the top-most priority in every individual’s life as is evident in old sayings like “Health is Wealth” and “a healthy body has a healthy mind”, administration of health organisations is of vital importance.

Health administration is concerned with the ‘what’ and ‘how’ aspects of health. ‘What’ is the subject matter covering preventive, promotive, curative and rehabilitative services, and ‘how’ is the technique of management i.e. the principles of management, which make health administration successful. Health administration covers all aspects of the delivery of healthcare services. The purpose of health

administration is to provide total health services to the people with economy and efficiency, which will help individuals to enrich their quality of life by the systematic and efficient development of their ethical, artistic, mental and spiritual faculties.

In order to achieve its goals and objectives, health administration has to work through various departments providing different kinds of services such as medical, nursing, laboratory technology, pharmacy, dietetics etc. Hospital is an integral part of health organisation. Explosion of science and technology has made hospital a complex organisation the function of which is to provide health services to the public. Though every department in the hospital has a distinct role to play in order to achieve the objectives of health administration, Nursing Department has a very important place as most services related to healthcare and cure are provided through this department. Hence, nursing administration becomes a vital part of the health organisations. The ultimate objective of nursing administration is to provide quality nursing care to an individual or the community with economy and efficiency by giving directions and coordinating and controlling the activities of various categories of nursing personnel who work for the objective of giving nursing care to the patient population.

Nursing is one of the oldest arts and an essential model occupation. The genesis of nursing profession is rooted in antiquity. It dates back to the day when the earliest mother dipped her hand into cool water and applied it on her baby’s fevered brow. Today it has become a profession.

Nursing as a profession has passed through many phases. These changes were necessary to meet the needs of ever-changing society. The development of nursing was mainly affected by three distinct aspects viz. religion, war and science. Religion, from the very early times, has inspired people to care for the sick, which is the essence of nursing. There were people in the medieval times who dedicated their lives to the cause of nursing and attained the status of “Nursing saints”. They showed a way to the mankind that nursing is a form of religious duty. The birth of organised nursing was entirely due to ‘wars’. The establishment of military nursing orders in the middle ages and the military nursing services in the modern era gave an element of organisation to nursing as a profession. The third influence on the growth of nursing has been the advances in social and biological sciences, including medical sciences. These advances have enriched the content of nursing and given nursing a scientific footing.
Nurses are the backbone of hospital services. They are the hubs around which all hospital services revolve. The doctor leaves complete care of the patient into the hands of nurses (who stay in the wards round-the-clock to look after the patients) who not only take care of the physical well-being of the patients but also cater to their social, psychological and spiritual needs. “The unique function of a nurse is to assist an individual, sick or well, in the performance of those activities contributing to health or its recovery (or to a peaceful death), that he would perform unaided if he had the necessary strength, will or knowledge. It is likewise her function to help an individual to gain independence as rapidly as possible.”6

Brown has rightly remarked, “the professional nurse will be one who recognises and understands the fundamental health needs of a person, sick or well, and who knows how these needs can best be met. She will possess a body of scientific nursing knowledge, which is based upon and keeps pace with general scientific advancement and she will be able to apply this knowledge in meeting the nursing needs of a person and the community.”7

As a result of the advancements in the field of nursing, nursing service administration has become a highly complex function. “Nursing service administration at any level is the application of the principles of administration for the ultimate purpose of providing nursing service to an individual.”8 The fundamental goal of the nursing profession is to provide patients with the best nursing care. Throughout the history of the profession, nurses have strived to attain this goal while being confronted by vast technological, economic and scientific changes that have exerted a challenging impact on the nature of health services provided and nurses have responded positively to the demands imposed by these changes and will hopefully continue to respond in order to accomplish the goals of the profession.

Significant advances in science and technology, ever-improving methods of providing nursing care and highly professional standards, made nurses realise their place in society; that they must compete with the other professions to make an equally important social contribution. The services that nurses perform are vitally important and if nurses are to ensure the highest level of nursing care, they must clearly realise

and recognise the relationship between employment conditions and quality of services provided for which they need to work collectively and positively. They must work together towards activities that will allow them to achieve the goals of their profession.

The protection of the interests of employees is a necessity of the era. With the recognition of human rights in the industry, it has been established that workers in an organisation are human beings and should be allowed to develop and keep their self-respect so that they may understand and appreciate their role in the organisation they belong to.

An individual is free to bargain for himself and safeguard his own interests. Collective bargaining can become meaningful only on the basis of organised strength of the workers. When the bargain is made by a body, or by an association of workmen, they can negotiate and settle their terms with the employers in a better way and secure better terms and conditions of employment and greater security. Collective bargaining is essentially a process in which employees act as a group in seeking to shape conditions of their employment. It is a mode of fixing the terms of employment by means of bargaining between an organised body of employees (unions/associations) and employers.

To safeguard the legitimate interests of the employees and to prevent their exploitation by the management, unions came into existence so that the employees could strive to achieve conditions conducive to utilise their potential. Unionism springs from the basic aspirations of wage earners, who become convinced that they can get better working conditions and can protect their interests, by being a union member than going alone.

The Government of India has framed various policies and programmes in order to ensure the protection of the interests of the employees. Article 19(1)(c) of the Constitution of India guarantees to all its citizens the right “to form associations and unions.” The First Five-Year Plan stated, “the worker’s right of association, organisation and collective bargaining is to be accepted without reservation as the fundamental basis of mutual relationship. The attitude to trade unions should not be just a matter of toleration. These should be welcomed and helped to function as a part
and parcel of the industrial system."\(^9\) Further the Second Five-Year Plan emphasised that "a strong trade union involvement is necessary both for safeguarding the interests of the labour and for raising the targets of production."\(^10\)

The goals of collective bargaining can be accomplished by the setting up of employees’ associations. There exist two types of employees’ associations viz. professional associations and trade unions. Professional associations have grown out of a sense of affinity, to illustrate their belief that employees can improve their performance and services if they act collectively rather than as individuals.

A professional association of nurses is ‘The Trained Nurses Association of India’ (TNAI), which believes that good health is a fundamental right of every individual and it is the responsibility of the health profession, including nursing, to provide the kind of health care, which will give each individual in society every opportunity to achieve optimum health. It is due to this belief of ‘The Trained Nurses Association of India’ that each nurse is a member of society and is entitled to the same individual rights, privileges and goals of physical, mental, economic and social development as other members of society.

On the other hand, a trade union is a continuous association of wage-earners for the purpose of maintaining the conditions of their lives. Thus, trade unions are voluntary organisations of workers formed to protect and promote their interests, through collective strength. Most trade unions perform either of the following functions:

(a) Representing workers grievances to the management;

(b) Protecting their members against arbitrary decisions of the management either by organising mass action or by legal proceedings.

The rationale of trade unionism lies in the inability of an individual to agitate alone for better wages and good working conditions. Traditionally, trade unions have been depicted as working class collectives. However, their scope has been extended in some societies in the light of socio-economic conditions. For instance, in Britain the Trade Union Congress recognises the association of professional people such as Artist’s Federation, Musician’s Union etc. as well as organisations of white-collar


employees as trade unions. In India, The Trade Union Act, 1926, considers even employer's associations as trade unions.

A trade union may be defined as "a continuous association of wage-earners or salaried employees for maintaining the conditions of their working lives and securing them a better and healthier status in industry as well as in society."\textsuperscript{11} The Fifth Five-Year Plan envisaged that trade unions should serve not only as agencies seeking for their members fair wages and proper conditions of work and living but also play an increasingly significant role in the nation's development. The various forms in which labour is represented provide a ready means through which trade unions can make an effective and continuous contribution in the area of policy formulation.

The right to unionise on the part of workers and to strive for the betterment of their economic and social status through negotiations and militant methods is today not only well-entrenched but also duly accepted and recognised by the employers and by all sections of society. It is exercised today not only by the traditionally exploited categories of industrial workers, but also by the rather better placed white, even stiff white-collar workers. The Sixth Five-Year Plan clearly states that serious efforts need to be made by the trade unions to promote a spirit of greater involvement of workers in the enterprise, to fulfil the norms of greater efficiency and to achieve excellence in its overall performance so as to be able to share the benefits of such improved functioning.

Trade union activities in the Nehru Hospital, Postgraduate Institute of Medical Education and Research (PGIMER), Chandigarh, which has been declared as an industry in view of a Supreme Court judgment on hospitals, dates back to May 6, 1965, when the first association of PGI employees under the banner, 'PGI Employees Union' was formed for class III and IV employees, which included medical technologists, clerical, safai karamcharis, servants only excluding the nurses. Nurses did not join this association nor did they have one of their own.

Nurses in the Nehru Hospital, Postgraduate Institute of Medical Education and Research had no association of their own till 1974 but in the same year they too felt the need for having one. Hence, they organised themselves under the banner of the 'PGI Nurses Welfare Association' during 1974. This Association, after many transformations, grew in strength and got registered under the Trade Union Act

Since then the PGI Nurses Welfare Association has been functioning actively for the welfare of its members. A splinter group of this Association has also come into existence under the banner of the ‘PGI Nurses Union’, which also claims that this association will also work for the welfare of nurses in the PGI.

**Conceptual Framework of Trade Unionism**

Various thinkers have viewed trade unions in diverse perspectives, but there is an agreement on the basic fact that it is an organisation of workers or employees which is meant to promote their well-being. Trade unionism is a universal phenomenon, which has proved to be effective in capitalist as well as socialist societies and would continue to be a potent social force. The role of a trade union is not restricted to economic betterment of the workers alone but also to serve as an inevitable mechanism for settling relations between employers and employees. It has become a medium for promoting industrial democracy, solving the problems of workers and improving social security and welfare of its members. Thus, trade unions have enhanced the power, prestige and security of the work force. Trade unionism as a concept and as a sentiment has transcended the working class and the labour movement. It has opened new avenues and has achieved a worldwide recognition for its method of struggle for improving the service conditions of the employees.

Trade unionism in different parts of the world has been influenced by social, economic and political environment prevailing in society. The ideological interpretation of trade unionism also varies and certain of these ideologies like those of Webb’s, Marx, Hoxie, and Gandhi etc. have significantly influenced the trade union movement.

Sydney Webb and Beatrice Webb considered trade unionism to be an extension of democracy in the sphere of industry. Trade unions are regarded to be “the institutions for overcoming managerial dictatorship, to strengthen individual labourers and to give them some voice in the determination of the conditions under which they have to work.”

The Webbs also recognised the permanency of class conflict but thought that a solution could be found out through equality and collective agreements. In their view, trade unionism is not an instrument for the revolutionary overthrow of the capital order but, on the contrary, is a means of equalising the bargaining power of labour and capital and encouraging the adoption of common

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rules that are practical and humane. The trade unions provide a means by which workers can cope with stronger political and economic powers of employers and can introduce democracy into working relationships. Therefore, according to Webbs, the trade union movement is a vital instrument of the evolutionary process.

On the other hand, in view of Marx, trade unionism is based on the concept of class struggle between the employers on one side and workers on the other in the capitalist mode of production. This can be called the ‘social revolutionary theory’, assigning to the trade unions the role of bringing about a revolution in society and abolishing the class distinctions. Marx and Engels argued that the development of capitalism forces workers to get together, whose common experiences of exploitation lead them to form a combination. The theory of class struggle and dialectical materialism, enunciated by Marx, created a class of trade unionists who regard labour organisation as essential to bring about a revolutionary and fundamental change in the social order. For them, trade unions are instruments to overthrow capitalism and, in his view, it was imperative for the workers of the world to unite in an international trade union movement to accomplish the death of capitalism. Marx also stressed that complete emancipation of workers involves cooperation between political struggle and trade unionism.

Perlman propounded his ‘Scarcity Consciousness’ theory of Labour Movement according to which the character of the labour movement in any particular country must depend upon the particular combination of three factors: “(i) the resistance power of capitalism, determined by its own historical development; (ii) the degree of dominance over the labour movement by the intellectuals’ mentality which regularly underestimates capitalism’s resistance powers and overestimates labour’s will for a radical change; and (iii) the degree of maturity of a trade union mentality”. He believes that the impulse of the employees is not “to suppress the employer but to suppress their competing menaces...to do so they feel they must organise into a union and engage in a class struggle against the employer... It is labour’s aim to continue increasing bargaining power and, with it, its share of industrial control, just as it is the employer’s aim to maintain the status quo.”

15. Ibid.
Perlman has rightly pointed out that labour struggle is not a revolutionary but an opportunistic means to increase its bargaining power. Contrary to the belief of Marx that technical progress is the cause of class struggle, Perlman perceived the underlying cause of struggle to be “the rapid extension of markets outrunning the technical development of industry.”

According to Gandhi, class collaboration and harmony rather than class struggle led to the emergence of trade unionism. Trade unionism is not anti-capitalistic. “The idea is to take from capital labour’s due share and no more, and this not by paralysing capital, but by reforming labourers from within and by their own self-consciousness; not again through the cleverness of non-labour leaders, but by educating labour to evolve its own leadership and its own self-reliant; self-existing organisation. Its direct aim is internal reform and evolution of internal strength.”

Thus, the Gandhian approach to trade unionism is not only related to material aspect but also to moral and intellectual aspects. Gandhiji emphasised that a trade union must strive for the all-round betterment of the working class, including training of its members in supplementary occupations. He observed trade unionism as essentially a reformist organisation and an economic institution to promote class collaboration, as capital and labour should supplement and help each other.

Hoxie, an American labour economist, gave a socio-psychological interpretation to trade unionism and believed that trade unions have emerged owing to a group psychology- a trade union constituting a common interpretation and set of beliefs, concerned with the problems confronting the workers and a generalised programme of amelioration. He found the essence of unionism in a social philosophy. He argued “workers similarly situated economically and socially and closely associated and not divergent in temperament and training will tend to develop a common interpretation of the social situation and a common solution of the problem of living.”

J.R. Commons has expressed most categorically that the “labour movement is always a reaction and protest against capitalism.” It was the capitalist competition, which paved the way for the birth of the trade union movement. But he differed from the contention of Marx and Webbs that trade unionism as an institution had its origin in the pre-industrial era.

Frank Tannenbaum believes that the "labour movement is the result and the machine is the major cause."19 The workers unionise to mitigate their insecurity and try to substitute service for profit and displace the capitalist system by industrial democracy.

It may be concluded that though each theory has an element of truth, none of them is completely correct. Those, who attribute unionism to capitalist exploitation, cannot explain the development of labour organisations and their continuance under socialism. Theories based on competition under capitalism assume perfect competition, which does not exist. Though it seems logical to link unionism to industrialisation and not to capitalism, the belated growth of trade unions after industrialisation in countries like India cannot be explained. Theories attributing socio-psychological motives or industrial democracy as the motive for unionisation, too, fail to convince as unions have seldom voiced the demands for joint consultation or co-determination in their infancy.

The basic objective of workers' organisations everywhere continues to be economic. However, because of their explicit or latent political power, these have been involved with economic, legal, ethical and social problems of society as well. In fact, the extent of industrialisation and the political and social conditions of a particular country, have an important bearing upon the state of trade unionism that prevails there.

Thus, unionism in different countries has developed on different lines, depending on the social and economic compulsions of industrialisation, political and historical factors and institutional framework of the respective societies. The trade union movement in England was the result of industrial revolution, which exposed the workers to great hardships and injustice. So, trade unions were formed by workers themselves spontaneously because of their need for protecting themselves in a rapidly developing world of industry. British Parliament, at that time, was hostile to these unions and passed several Acts making trade unions illegal in particular trades. So, the trade union movement in England had to pass through a period of struggle to secure favourable working conditions, legal status and recognition from the government and employers. Whereas, the trade union movement in Italy and Germany started just to maintain discipline among workers because the Fascist Government did not believe in the strength of the working class. Only those unions were allowed which the party in power controlled because it believed that individual ends must be completely subordinated to social ends. Thus, the trade union movement

became a miniature government, performing the functions allowed by the state and sub-serving the political ideology of the groups in power.

Trade unionism in India is essentially an outcome of the factory system of production and the capitalist order of society. The germs of trade unionism in India can be traced back to 1890 when, for the first time, an association of mill workers was formed in the name and style of the Bombay Millhand Association. This association was formed for the redressal of grievances of Bombay Mill workers. The government enacted the first Factory Act in 1881, which was revised in 1891 and was aimed at regulating the working conditions, hours, rest days of industrial workers, and which provided impetus to the foundation of numerous workers’ associations.

After the First World War was over, the cost of living increased considerably. The political agitation against foreign rule was also gaining momentum throughout the country. The increasing cost of living and the countrywide political upsurge found its way in economic discontent among masses, particularly in industries. The industrial unrest and economic discontent led to a number of strikes by workers guided and controlled by their action committees consisting of representatives of workers. On many occasions, these strikes were successful in getting the demands of workers fulfilled. The trade union movement in India got impetus by the success of strikes in India and the worldwide uprising of labour consciousness. The establishment of the International Labour Organisation, acceptance of the democratic structure and growth of industrialisation and the Governments’ Industrial Relations Policy, all significantly contributed to the growth of the trade union movement in India.

The Third Five-Year Plan also stated that the “trade union movement should be accepted as an essential part of the apparatus of industrial economic administration and should be prepared for the discharge of these responsibilities.”

In spite of the fact that the trade union movement in India is no longer in a state of infancy and has grown sufficiently, the movement is not as strong as it should be. Among the factors responsible for hampering the trade union movement in India are the migrating nature of labour, leading to the lack of commitment of individual workers, poverty and a low level of wages, division of workers on the basis of caste, colour, race and religion, absence of the democratic spirit, inadequacy of funds,

The Trade Union Act, 1926, was earlier called the Indian Trade Union Act 1926, but the word ‘Indian’ was omitted by the Amendment Act of 1964. Hence, the Act is now called the ‘Trade Union Act, 1926’ and is applicable to the whole of India.

A trade union has been defined in the Trade Union Act, 1926, as any combination, whether temporary or permanent, primarily for the purpose of regulating the relations between workmen and employers, or between workmen and workmen, or between employers and employers or for imposing restrictive conditions on the conduct of any trade or business.

The Act also made provisions for the registration of a trade union after fulfilling the requisite conditions but the employer was under no obligation either to recognise or to deal with a trade union even though it was a registered one. So, the Act was amended in 1947, providing for compulsory recognition of a representative trade union by employers, and registered and recognised trade unions enjoyed certain facilities for their smooth functioning.

The National Commission on Labour recommended that recognised unions should be given certain exclusive rights and facilities such as:

- The right of sole representation for entering into collective agreements on terms of employment and conditions of service;
- Collection of membership subscription within the premises of the undertaking;
- The right of “check-off”;
- Holding discussions with departmental representatives of its worker-members in factory premises; and
- Nominating its representatives on works/grievances committees and other tripartite committees.

The obligations of recognised unions under the Act are to bargain collectively in good faith with the employer. Certain unfair practices in the part of recognised unions are like:

- To actively support or instigate any strike declared to be illegal under the Act.
- To refuse to bargain collectively in good faith with the employer.
- To indulge in coercive activities.
- To stage demonstrations at the residence of the employer or the management staff.

Review of Literature

The contribution of capital and labour in any industry is equally important. Therefore, the prosperity of an industry depends upon the cooperation of its two components—capital and labour. As disputes between the management and labour are inevitable, the object of any industrial legislation is to ensure smooth relationship between the two and to strive for settlement of any dispute by resorting to negotiations and conciliation. Trade unions encourage such collective bargaining as to ensure better terms and conditions of employment to labour and, at the same time, endeavours for maintaining good relations between employers and employees.

Sydney Webb and Beatrice Webb have described a trade union “as a continuous association of wage-earners for the purpose of maintaining or improving the conditions of their working lives.” These are voluntary organisations of workers formed to protect and promote their interests through a collective struggle. Fast technological developments, rapid industrialisation and awareness among workers were some of the factors that helped in the development and growth of trade unions in India.

Growth and Importance of Trade Unions

Trade Unions emerged as powerful socio-political and economic institutions to strike a balance between the interests of capital and those of labour. In the words of N.M. Joshi, father of Indian trade unionism, “in spite of what some good natured and well-meaning people may say, or at least may desire about the interests of the employers and employees being identical, there is absolutely no doubt that under the present industrial system of free competition and absence of capitalist control, there is a clear conflict between the employers and the employees as regards the conditions of the service of the latter.” In India various Factory Acts were enacted in the latter half of the 19th century. The first Factory Commission was appointed in Bombay in 1875 and the first Factory Act was passed in 1881. Lokhande, a factory worker, who later

on contributed significantly to the trade union movement, organised a conference of workers in Bombay and presented their demands to the Factory Commission. This conference was the beginning of trade unionism in India. However, the Madras Labour Union (1918) was the first modern trade union in India.

Vaid\textsuperscript{23} (1965) demonstrated that trade unions help to eliminate hardships, strengthen bargaining power for higher wages and better working conditions for the working class population.

Karnik\textsuperscript{24} (1966) provided a comprehensive account of growth and activities of trade unions in India during the 20\textsuperscript{th} century and has depicted the various problems being faced by these like slow growth of industries, rapid population rate, outsider interference, interference by the political parties and joining association only in the case of a difficulty or in an emergency etc.

Jawaid\textsuperscript{25} (1982) has discussed the importance of trade unions, their growth, and impact on the politics of the country. He has focused on the role of radicals and Communists while tracing the evolution of trade unions in India.

In India, a majority of the studies e.g. Arya\textsuperscript{26} (1982), Gani\textsuperscript{27} (1988), Cheema\textsuperscript{28} (1990) have upheld economic and security motives as the most important factor for unionisation.

Tripathi and Arya\textsuperscript{29} (1988) have revealed group dynamics wherein the union, management and workers operate as a work group in an organisation with a common goal.

Venugopal \textit{et al.}\textsuperscript{30} (1991) conducted a study on 12 trade unions in Anandpur district of Andhra Pradesh in large and medium-scale industries to know their

\begin{thebibliography}{99}
\bibitem{24}V.B. Karnik. Trade Union Movement and Industrial Relations. Somaya Publications: New Delhi, 1981.
\bibitem{25}Sohail Jawaid. Trade Union Movement in India. Sandeep Prakashan: Delhi, 1982.
\end{thebibliography}
efficacy in setting and achieving the goals and found that the unions are efficient in setting high goals and achieving them to a greater extent.

S.D. Tripathy\(^{31}\) has focused on the implication of trade unions and their philosophy in public sector undertakings like hospitals.

K. Siva et al\(^{32}\) (1994) analysed that Indian trade unions play a crucial role in the economic development of the country. It is an established fact that an enlightened trade union is necessary both for safeguarding the interests of the workers and also for realising the production targets.

Deol\(^{33}\) (1994) has discussed the historical background of the trade union movement in the industrial revolution and has also thrown light on the revolutionary and reformist tendencies that appeared from time to time in trade unionism.

Srinivasulu Bayinent\(^{34}\) (1994), in his article on ‘Growth of Trade Unions in India’, has pointed out that the outbreak of the World War I, the Russian Revolution of 1917, the establishment of the International Labour Organisation and the intensification of the freedom struggle in India were the major factors that influenced the origin of the trade union movement in India.

Ajay Kumar\(^{35}\) (1994), in his article on ‘Indian Trade Union: an Overview’, has revealed the dominant characteristics of the Indian trade union movement, which includes fragmentation, disunity, inter-union rivalries and scramble for leadership within the union and dependence on political patronage to achieve its goals.

Modi\(^{36}\) (1995) has depicted the role of trade unions at the micro level by analysing the perception of all interest groups in the industry, i.e. workers, union leaders and management towards trade unionism. Modi, Singhal, and Chand\(^{37}\) (1995), in their study on workers participation in trade unions, have revealed that workers expect the union to facilitate the redressal of grievances, economic benefits and prevention of victimisation and exploitation by the management.

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\(^{31}\) S.D.Tripathy. op.cit: 250-69.
Parmar\textsuperscript{38} (1997) revealed in a study, that workers join unions to save themselves from victimisation and to fight for their legitimate demands.

**Recognition of Trade Unions**

The recognition of trade unions has always been a vexatious problem in India. The absence of central legislation regarding the recognition of trade unions for collective bargaining and other purposes has compounded the problem. The Central Government has made several efforts in this regard: In 1947, by proposing the Trade Union (Amendment) Act; in 1950 by introducing two Bills, i.e. the Labour Relations Bill and the Trade Union Bill and in 1978 and 1988, by working out the Industrial Relations Bills to bring out a central enactment covering the subject of the recognition of trade unions. A few states like Gujarat, Madhya Pradesh, Rajasthan and West Bengal have successfully legislated for the recognition of unions. In the rest of the country except for Orissa, the criteria prescribed under the Code of Discipline adopted at the 16\textsuperscript{th} session of the Indian Labour Conference, 1958, are followed for the purpose of recognition since 1994. (Criterion prescribed in the Code of Discipline, 1958, is given in the Annexure-7).

The Code of Discipline, 1958, prescribed the criteria for union recognition but did not specify any method for membership verification. The National Commission on Labour (1969) has recommended that the representative character of a union can be decided either by examining the membership records or by holding elections through secret ballot.

Ghosh\textsuperscript{39} (1960), while studying trade unionism in South-East Asia, has underlined the potential of the trade union movement as a partner in the development of an economy. He is of the view that the states should make it obligatory on the part of the employers to recognise unions and bargain with these on the terms and conditions of employment.

John D. Miller \textit{et al.} \textsuperscript{40} (1969) conducted a survey on collective bargaining activities by hospital employees’ organisations and found the greatest activity in highly unionised, large government hospitals and the biggest employees pressure here was for recognition.


Arya⁴¹ (1985) studied the existing provisions of recognised unions and found that more facilities are given to recognised unions and even the attitude of unions and the managements is constructive and cooperative. The working of a recognised union is more conducive to its growth with increased bargaining power.

Abu Tahes⁴² (1999) has studied the politicisation of trade unions and has revealed that the politicisation of trade unionism is detrimental to the workers’ interests and has suggested some measures to overcome the detrimental effects of their politicisation. Arya⁴³ (1984) found in a study that unions functioning democratically with regular elections indicated more participation of workers than those, which are not functioning democratically.

**Multiplicity of Unions and Inter-union Rivalry**

Karunakaran⁴⁴ (1966) concluded in a study that it is not impossible for multiple union plants to develop healthy collective bargaining provided the parties concerned have the desire and the right attitude. He also stressed that collective bargaining can work successfully in multi-union plants if the unions forget their political interests in the plant activities and concentrate on economic goals and aspirations of their members.

Pandey⁴⁵ (1967), in a study on rival unionism in an industrial central at Kanpur, traced the genesis of inter-union rivalry and its impact on the working of the trade unions and highlighted that the movement, which develops in an environment of frequent splits and persistent disunity, is most likely to crystallise into rival unionism affecting the quality of the services of the organisation.

Arya⁴⁶ (1984) concluded after analysing a comparative study on a single-union structure plant and a multiple-union structure plant that the working of a recognised union in the former is more conducive to the union growth and there was increased participation of workers in the union activities with increased bargaining powers.

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Workers identification with the union was significantly higher in a single-union structure plant than in a multiple-union structure plant. He also concluded that the multiple-union structure is opposed to the concept of unity for which a union stands and the number of violent incidents was higher in the multiple-union structure plant.

This study also revealed that it does not suit a management to encourage the multiplicity of unions. The multiple-union structure increases worker’s violence and indiscipline and leads to more harassment of the management, whereas the single-union structure plant generates cooperative attitude among the management and workers and reduces antagonism of workers against the management.

K. Siva et al. 47 (1994), in his article on multiplicity of unions, has also stressed that multiplicity of unions should be avoided to achieve the goals.

Kameshwar Pandit48 (1994), in his article on problems of multiplicity of unions and inter-union rivalry, has pointed out that the existence of multiplicity of unions and inter-union rivalries are serious handicaps of industrial relations in India. Multiplicity of trade unions in the Indian industrial set-up necessitates an uncompromising attitude on the part of all unions to fight tooth and nail for prestigious positions of representative union status. In the race for such a monopolistic position, these use all sorts of coercive measures and finely the 'might is right' method. He has stressed that one of the most important causes of strikes and lockouts is inter-union rivalry. This usually involves a rivalry between the 'recognised' union and other unions, which are trying to get recognition from the management. Industrial growth is seriously hampered by the loss of production arising from the consequences of multiplicity of unions and inter-union rivalry.

**Participation of Workers in Union Activities**

Membership involvement and participation in the union activities is the most important criterion for the success or failure of any union. Modes of membership participation in union activities are many. Some of the important criteria identified in the literature are: attending union meetings, holding union office, voting and campaigning in union elections, filing grievances through the union, reading union literature, knowing the content of collective bargaining agreements in effect etc. Of these various indices some are considered as an active form of participation e.g.

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47. K. Siva et al. op. cit.: 765.
attending union meetings, voting in elections while others as passive forms e.g. reading union literature, knowledge about the union meetings and activities and so on.

Sinha and Sharma⁴⁹ (1962), Prabhakar⁵⁰ (1971) found that workers with low satisfaction in their employment reported a more favourable attitude towards the union. On the other hand, Baldev R. Sharma⁵¹ (1974) and Monga and Monga⁵² (1981) found that satisfied workers tended to participate more actively in the union programmes than the dissatisfied ones.

Sheth⁵³ (1969) conducted a study to know the extent of workers' participation in union activities on the basis of selective indicators and their association with the socio-economic background. He found a very low degree of participation among the respondents and concluded that workers tend to be indifferent in the initial period of their careers, then develop a bond to the union, as they mature and later may again start withdrawing from it.

Monga⁵⁴ (1978) and Das⁵⁵ (1985) have discovered in their respective studies that the reasons for poor disposition of the workers towards their unions are the lack of enthusiasm in union activities. The reasons discovered for the lack of a worker's participation in union activities included low identification with the union, poor leadership, fear of victimisation, illiteracy, multiplicity of unions and sheer apathy.

Sinha⁵⁶ (1983), in a study on workers participation in union activities, revealed that the members' participation was more during a crisis period and there was significant association between job factors and union participation.

Gani⁵⁷ (1988) collected data by interviewing 250 workers using a structured questionnaire from five textile units located in different parts of Jammu and Kashmir

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on membership participation in union activities and found that a majority of the workers are prone to unionisation and also that age, experience, skill, wage level, political activism and job satisfaction exerted a strong influence on the level of members’ participation.

Arya (1988) revealed on the basis of his study in two large public sector undertakings i.e. Bharat Heavy Electrical Ltd., Bhopal, and Indian Telephone Industries, Bangalore, that the lack of training was the main contributing factor towards workers’ militancy and that workers, whose aspirations for promotion were not fulfilled for long periods, participated more in union activities and were more militant in their attitude towards the management. Economic variables had less effect on militant behaviour than psychological variables like satisfaction with supervisory behaviour and institutional variables. It was also found that workers with a low interest in work participated more in strike programmes than workers with a higher interest in work.

Sanjay Modi et al. (1995) conducted a study in seven depots of the Pepsu Road Transport Corporation located in Punjab and Chandigarh on worker’s participation in trade unions. This study revealed that 18.6 per cent of the members showed high union participation 26.1 per cent showed moderate participation and 55.3 per cent showed a low level of participation. They also found a high degree of participation of workers in such union activities like payment of union dues, participation in strikes, rallies etc. and low participation in day-to-day union activities. It was indicated that the worker’s concern is primarily that of bread and butter unionism and they conspicuously lack ideological commitment to the union.

**Union Leadership Styles**

Trade unions function for safeguarding the interests of its members. These try to protect the interests of its members, fight for an improvement in wages, working conditions etc. Union are weapons in the hands of workers through which they express their opinions regarding their problems and seek the resolution of these problems and respond to calls given by the union for redressal of their grievances and demands. Working and achievements of a union are greatly influenced by the type of leadership they have.

58. P.P. Arya, op. cit.: 137-173.
59. Sanjay Modi et al. op. cit.: 40-51.
Leadership in general has been defined as an ‘act of leading’ and one who does this act is known as a ‘leader’. The concept of leadership contains four ingredients i.e., the leader, the follower, the situation and the task. Trade union leadership is also a process of influencing the activities of an organised group in its efforts towards goal setting and goal achievements. Leadership, like in any other organisation, is a critical factor behind the growth, strength and effectiveness of a trade union. Views and perceptions of leaders would reveal their understanding of the phenomenon of trade unionism and their approach towards it.

Trade union leadership is generally classified as inside and outside leadership. Those currently employed, as workers in an industry with which the trade union is concerned are insiders, whereas ex-employees and non-employees of the industry as union leaders are treated as outsiders as per the provisions of the Trade Union Act, 1926. However, the National Commission on Labour recommended for treating all ex-employees in the trade union leadership as insiders. Section 22 of the Trade Union Act states that “not less than one half of the total number of office-bearers of every registered trade union shall be persons actually engaged or employed in an industry with which the trade union is connected”.

Mainly outsiders having philanthropic and political motives started the trade union movement in India. There was a close relationship between the freedom movement and the trade union movement; Mathur60 (1965) observed that unions are dominated by personalities and not by politics.

Punekar and Madhuri61 (1967) highlighted that union leaders depend on grievance handling of workers for their intrinsic satisfaction. Leaders had some satisfaction with the psychological incentives, which they get by settling the grievances of workers.

Sheth and Jain62 (1968), in their study of local leaders, pointed out the inherent conflicts in their role in the union, in the factory and social groups outside the place of work. He revealed that the role of a worker leader in the union may be incompatible with the role in the factory as well as his role in the social groups out-side the factory.

Dayal and Sharma\textsuperscript{63} (1976), in their study on management of unions by leaders, developed the profile of union members and leaders. They observed that besides the leaders influencing and negotiating abilities, the union as an organisation requires administrative leadership for its own growth and stability.

Ramaswamy\textsuperscript{64} (1977) and Chatterji\textsuperscript{65} (1980) have found that unions desire association with political leaders and parties to secure better leadership and bargaining powers.

In a study on goal profile of union leaders, J. Singh\textsuperscript{66} (1980) pointed out that the perception of workers and the management about the goals pursued by union leaders were different from the goals professed by the latter. This indicates a failure on the part of union leaders to give the professed thrust to their goals. Singh also deducted that caste, religion etc. were quite relevant for the trade unions as some of the leaders would like to believe.

Sood\textsuperscript{67} (1984) found that 16 per cent of the leaders were paid union leaders and there was a close link between the union and political parties. Leaders are fairly militant, and a large majority of the leaders have been frequently victimised by the management and harassed by the police. It was also observed that most of them were satisfied with the workers' attitude and their participation in union activities.

Masihi\textsuperscript{68} (1985) has revealed that fasts, strikes, gheraos, dhamas etc. are used more by outside leaders than by insiders and union leaders also have to satisfy many extra-union demands of their members by using their influence with other organisations.

Rao\textsuperscript{69} (1986) concluded in his study that most of the union leaders were democratic in their functioning.

Patel Pravin\textsuperscript{70} (1998) studied the Typology of trade union leadership and influence on trade union activities. He opines that the success of any union, the

\textsuperscript{64.} E.A. Ramaswamy. The Workers and His Union-A Study in South India. Allied: Bombay, 1977.
\textsuperscript{68.} Edwin Masihi. Trade Union Leadership in India. Ajanta Publication: New Delhi, 985.
\textsuperscript{69.} Rao. op.cit.: 763-65.
direction and movement of its efforts and the involvement of members in union activities depend on the quality of leadership. Thus, various studies done on the socio-economic background of the union leaders, their political affiliations, their perceptions, motives, beliefs, attitudes and opinions about different issues and the role of outside leaders reveal that leadership plays a vital role in the success of any union.

Managerial Attitude towards Trade Unions

The management of any enterprise is ultimately responsible for all that happens in the organisation. The formation of trade union(s), the strength of the union, and the quality of labour-management relationship in any organisation is directly related to the attitude of the management towards its human resources.

Serlock71 (1989) revealed that the employers had the ability to repress militant trade unionism and force trade union leaders into accepting the employer’s terms for recognition.

S. Velayudha Perumal72 (1994) has stressed in his paper on globalisation and restructuring of the economy that the management has been gradually undergoing a qualitative change in its attitude towards workers and trade unions.

Dass and Mannimal73 (1997), after administering a questionnaire to managers of different industries on managerial attitude towards trade unions in India, found that top managers by and large held more anti-union views than those at the middle level. Whereas, Dayal74 (1997) in a study found that middle and junior level managers had more anti union attitude.

Dhall and Srivastava75 (2002) in their study examined the attitude of managers on several issues of trade unionism and revealed that 16.75 per cent of the managers had a low attitude, 71.43 per cent average and 10.92 per cent a high attitude towards unionism. A majority of the managers felt the necessity of trade unionism in the organisation and favoured its registration and recognition. Managers were not

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satisfied with the union for redressing the grievances of workers and cooperation with the management to achieve the goals of the organisation.

**Inferences drawn from review of literature**

The present literature review suggests that most of the work or studies done on trade unionism are related to industries other than the hospitals/nursing services. Very little work has been reported on the role of trade unionism in hospitals. S.D. Tripathi\(^\text{76}\) has focused attention on implications of trade unionism and their philosophy in the public utility services like hospitals.

The American Hospital Association\(^\text{77}\) conducted a study on Hospital Unionisation in the USA (1961-67) and found that there was significant expansion of collective bargaining, particularly in large hospitals, and the extent of collective bargaining in a particular area influenced its pattern in hospitals also. In one of the studies conducted in California, researchers revealed that nurses unions might promote more stability in staff, autonomy and practice decisions, which could have a positive influence on the work environment and patient outcome.

So far no study has been in India done on the role of trade unionism in nursing services.

**Need of the study**

Attainment of health is a fundamental right of human beings and healthcare agency is the major social and organisational set-up committed to providing health care services to an individual or community. Nurses form a major part of the manpower in a healthcare setting. The quality of services provided by the healthcare agency will be influenced by the quality of services provided by this vital section of the healthcare agency. Doctors leave complete care of the patient into the hands of nurses and the nurses stay in the hospital round- the- clock to look after the patients. Role of the nurse in a health care setting is of singular importance because she is the coordinator, mediator and observer for all patient services.

Worldwide, the workload and responsibilities of the nurses have increased significantly due to advances in science and technology, altered patterns of fulfilling them and professional commitment to health care. So, if nurses have to ensure the highest standards of nursing care, they must work collectively towards activities that

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76. S.D. Tripathy. *op. cit.*
77. American Hospital Management. *op. cit.*
will allow them to achieve the goals of their profession. Nurses have realised the relationship between employment conditions and quality of services they provide to the patients. Viewed in the context of expansion of medical/nursing care in a developing economy like India, the problem of personnel administration and labour relations assumes a greater significance, and to safeguard the interest of the employees and to prevent their exploitation by the management, trade unions have come into existence. The role and importance of trade unions in achieving the organisational objectives has been studied from time to time. But no full-length study has been done on the role of trade unions in the nursing profession.

So, it is worthwhile to carry out a detailed study on the role of trade unions in nursing services to achieve the objective of providing quality patient care. Such a study can bring out various aspects, suggesting measures not only to safeguard the interests and to improve the service conditions of the members concerned, but also to enable them to adopt measures to provide better services to the suffering humanity.

**Objectives of the study**

1. To study the growth, development and philosophy of different unions in the PGIMER, Chandigarh in the background of the genesis, growth and philosophy of trade unionism in India.
2. To highlight the structure of the PGI Nurses Welfare Association and the role-played by it in promoting the interests of its members and the goals of the organisation.
3. To examine the socio-demographic profile of the leaders and their style of providing leadership to the PGI Nurses Welfare Association and their perceptions of trade unionism among the nurses.
4. To evaluate the perception and attitude of the PGIMER management and of the nursing personnel towards the PGI Nurses Welfare Association.
5. To assess the factors which motivate the members for joining and participating in the activities of the PGI Nurses Welfare Association.
6. To suggest suitable measures to improve the performance and working of the PGI Nurses Welfare Association.
Hypotheses

1. Trade union activities in the Nehru Hospital, PGIMER, Chandigarh, especially in nursing services are not yet fully mature and that is why unions in PGIMER do not have a philosophy of their own.

2. Role of the PGI Nurses Welfare Association has been satisfactory in promoting the interest of its members and achieving the goals of the organisation.

3. The leaders of the PGI Nurses Welfare Association do have positive attitude/perception towards unionism with regard to their acceptance of the leadership role, one or single associations/unions for a category of employees, role of the Association in achieving the goals of the Institute.

4. The leaders of the PGI Nurses Welfare Association have democratic style of leadership and follow peaceful methods of negotiation.

5. There is lack of motivation among the nursing personnel to participate in the activities of the PGI Nurses Welfare Association.

6. The management of the Nehru Hospital, PGIMER, Chandigarh, does not have a positive attitude towards the role of PGI Nurses Welfare Association.

Research Methodology

Research Design

It is a descriptive and analytical study based on both primary and secondary data.

Research Setting

The present study was conducted in the Nehru Hospital, PGIMER, located in Chandigarh. Chandigarh derives its name from a temple, Chandi Mandir, in the vicinity of the site selected for the city (deity Chandi, the goddess of power), and a fort or “garh” beyond the temple, called Chandigarh.

Chandigarh is a Union Territory as well as the capital of both Punjab and Haryana. Being a Union Territory it is administered directly by the Government of India. The city is stretched over an area of 114 sq. kilometres divided into sectors. The initial plan provided for 47 sectors, which has been extended to 54 till date. People from all walks of life, with different cultural backgrounds, religions and faiths live in Chandigarh. According to the 2001 Census, the total population of Chandigarh was
9,00,914. This city has high industrial activities employing about 2,17,916 workers in various enterprises.

The residents of Chandigarh have easy accessibility to health care facilities through the General Hospital in Sector 16, Government Medical College Hospital in Sector 32, an autonomous Nehru Hospital attached to the Postgraduate Institute of Medical Education and Research (PGIMER) in Sector 12, along with a network of government and private hospitals, dispensaries, health-care centres in each sector of the city.

The present study was conducted in the Nursing Department of the Nehru Hospital, Postgraduate Institute of Medical Education and Research (PGIMER), Chandigarh. The PGIMER, Chandigarh, was established in 1962 with the following objectives:

a) To develop a pattern of teaching in under-graduate and post-graduate medical education in all its branches so as to demonstrate a high standard of medical education;

b) To bring together, as far as possible, at one place educational facilities of the higher order for the training of personnel in all important branches of health activity; and

c) To attain self-sufficiency in postgraduate medical education to meet the country’s needs for specialists and medical teachers.78

The Nehru Hospital, attached to the PGIMER, started functioning in 1963 and provides preventive, promotive, curative and rehabilitative services to the people of various states from all over India. It also provides clinical experience for various graduate and postgraduate courses with facilities for research in various branches of science. Today, it is a major referral hospital in north India and its specialised quality services are renowned not only at the national level but also internationally. This hospital has a 1256 sanctioned bed strength and more than 5500 employees working in it.

78. PGIMER, Act 1966: 5-6.
FIGURE 1.1: Flow diagram showing research methodology

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<th>Research Design</th>
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<td>Descriptive Analytical</td>
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<tr>
<th>Research Setting</th>
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<tr>
<td>Nehru Hospital, PGIMER, CHD.</td>
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Target Population
- All nursing personnel working in the Nehru Hospital, PGIMER, CHD.
- Leaders of the PGI Nurses Welfare Association and other associations functioning in the PGIMER, CHD.
- PGI Management concerned with the administration of nursing personnel in Nehru Hospital, PGIMER, CHD.

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<th>Sampling Technique</th>
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<tr>
<td>Stratified Sampling Technique</td>
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Sample Size
- Nursing Personnel (497)
- Leader of the PGI Nurses Welfare Association (24)
- Leaders of other associations (29)
- PGI Management (20)

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<th>Tools for data Collection</th>
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<tr>
<td>Three sets of questionnaire for</td>
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<td>- Nursing Personnel</td>
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<td>- Leaders of Associations</td>
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<td>- PGI Management</td>
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<tr>
<th>Technique of Data Collection</th>
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<tr>
<td>Primary Data – Questionnaire and personal discussion and observation of the researcher.</td>
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| Analysis and Interpretations |
The Nursing Department of this hospital, which started functioning in 1963, is directly responsible for providing quality care to the patients admitted in the hospital as well as organising various staff development programmes, including research in nursing for the nursing personnel to prepare them to provide preventive, promotive and rehabilitative services to the public on scientific grounds. The Institute has a College of Nursing, which was upgraded to the National Institute of Nursing Education (NINE) on 28 March 2003 preparing graduate and postgraduate nurses.

**Target Population**

The target population of the study included all the nursing personnel working in the Nehru Hospital, PGIMER, Chandigarh, leaders of the PGI Nurses Welfare Association (available ex-leaders and all present leaders), leaders of other associations functioning in the Institute and the PGI Management directly concerned with the administration of nursing services in the hospital.

**Table 1.1: Nursing manpower (Nehru Hospital, PGIMER)**

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<tr>
<th>Designation</th>
<th>Sanctioned</th>
<th>Filled</th>
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<tbody>
<tr>
<td>Chief Nursing Officer</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Nursing Superintendent</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Deputy Nursing Superintendent</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Assist. Nursing Superintendent</td>
<td>61</td>
<td>55</td>
</tr>
<tr>
<td>Nursing Sister Grade I</td>
<td>289</td>
<td>242</td>
</tr>
<tr>
<td>Nursing Sister Grade II</td>
<td>966</td>
<td>828</td>
</tr>
</tbody>
</table>

*As on March, 2003.*

**Sampling Technique and Sample Size**

A list of all Nursing Sisters Grade I and II, Assistant Nursing Superintendents, Deputy Nursing Superintendents promoted through assured career promotion, working in the Nehru Hospital, PGIMER, was prepared according to their file numbers, excluding (131) nurses, who were on leave or absent from duty or had gone on deputation or for higher education. Every alternate member from the list was selected as the study sample and thus a sample size of 497 was obtained.

A list of all former (26) and present leaders (9) of the PGI Nurses Welfare Association was prepared from the available records of the Association. All present leaders (except two, who were on ex-India leave) and available ex-leaders of the PGI Nurses Welfare Association (17) were included in the sample (total 24). The present leaders of other associations (total 29), functioning in the Institute, were also included in the sample.

The sample management included all the managers (total 20) who had direct concern with the administration of nursing personnel in the Nehru Hospital, PGIMER.
Managers were further categorised into senior-level managers (total 9 members) and middle-level managers (11 members). The Medical-Superintendent, Joint Medical Superintendent, Deputy Medical Superintendent, Administrative Officer, Chief Nursing Officer, Nursing Superintendent constituted the senior-level managers while Deputy Nursing Superintendents constituted the middle-level managers.

*Tools for Data Collection*

**Primary Data** was collected through

1. Three sets of questionnaires i.e. one for the nursing personnel in the Nehru Hospital, second for the executive members of the associations and the third for the management of the Nehru Hospital, PGIMER, Chandigarh.
2. Personal discussions of the researcher with the executive members of the associations, nursing personnel and the PGIMER management.
3. Personal observations of the researcher as an employee of the Institute.

**Questionnaire for the Nursing personnel** included two sections, namely section A and section B.

- Section A to collect information on demographic variables, total 14 in numbers.
- Section B had three parts, namely
  - Part (a) general information about the Association and included 24 questions.
  - Part (b) statements with three alternatives and included 56 questions.
  - Part (c) 5 Open-ended questions to gain more inside information and expectations and suggestions of the study respondents to improve the functioning of the Association.

**Questionnaire for the leaders** comprised of two sections, namely section A and section B.

- Section A included demographic variables, total 17 in number.
- Section B had three parts, namely
  - Part (a) General information about the association and included 21 questions.
  - Part (b) Statements with three alternatives and included 44 questions.
  - Part (c) 3 Open-ended questions to gain more inside information and expectations and suggestions of the study respondents to improve the functioning and achievements of the association.

**Questionnaire for the PGIMER Management** comprised of two sections

- Section A included demographic variables, total 9 in number
Section B had two parts, namely

Part (a) 11 forced choice questions about their attitude and perception about the PGI Nurses Welfare Association

Part (b) 5 open-ended questions to gain information about the functioning of the Association.

Secondary Data was collected from the records available with the Association, books, journals, newspapers and other published sources.

Development of the Research Tool

Preliminary draft of the tool was prepared from the following sources:

1. An extensive review of literature related to various research studies in the field of trade unionism
2. Personal experience and observations of the researcher in the PGIMER.

Validity and Reliability of the Research Tool

The validity and reliability of the tool for its content, language and understanding of questions were done by

- Consultations with guide and other teachers
- Consultations with executive members of various associations in the Institution

Feasibility of the Study

A pilot study was done on 25 respondents to assess the feasibility and practicability of the tool and to try out the data analysis technique.

Technique of Data Collection

The data was collected by visiting individual respondent at his/her residence. Some of the members who were not residing in the campus were requested to fill in the form, when they were off duty.

Limitations of the study

Some of the limitations faced by the researcher were shift duties of the study respondents and for that reason respondent were not easily available for getting there responses. Also there was reluctance of members to give information about the activities of the Association and their perception about the Association. Even a very senior executive member of the PGI Nurses Welfare Association was reluctant to fill in the form and required consultation of his legal adviser. Contrary to the
expectations, the researcher found difficulty in getting responses from the leaders and members rather than the management.

**Ethical considerations**
- Informed verbal consent was obtained from each respondent.
- A respondent code number was used for identification of the study sample.
- Confidentiality of gained information was maintained while analysing and interpreting the findings.

**Chapterisation**

**Chapter 1: Introduction, scope and methodology** of the study, highlighting the conceptual framework and related available literature justifying the need for the study.

**Chapter 2: History of Trade Unionism in India and the PGIMER, Chandigarh**, depicting the genesis, growth and philosophy of trade unionism in India and also the growth, development and philosophy of different unions in the PGIMER, Chandigarh.

**Chapter 3: The PGI Nurses Welfare Association: Structure and Role**, includes the organisation and structure of the PGI Nurses Welfare Association, portraying the role played by the Association in serving the interests of its members and promoting the goals of its profession.

**Chapter 4: Attitude and perception of Leaders towards Unionism**, includes the demographic characteristics of leaders of the PGI Nurses Welfare Association and their perception, attitude and style of leadership.

**Chapter 5: Attitude and Perception of PGI Management and Nursing Personnel towards the PGI Nurses Welfare Association** includes attitudes and perception of the PGI Management and members of the Association towards the PGI Nurses Welfare Association and the influence of demographic characteristics on their attitude.

**Chapter 6: Motivation and Participation of Nursing Personnel in the Activities of the PGI Nurses Welfare Association** includes motivational factors for the members to join and participate in the activities of the Association and the influence of demographic characteristics on their attitude towards participation.

**Chapter 7: Conclusions and Suggestions**, highlighting the findings of the study and suggestions to improve the performance and working of the PGI Nurses Welfare Association to achieve the goals of the organisation.