CHAPTER - II

REVIEW OF LITERATURE

AND

METHODOLOGY

2.1. REVIEW OF LITERATURE

2.1.1. DEFINITION OF INDUSTRIAL DISPUTES

The Industrial Disputes Act, 1947, defines an industrial dispute as, "any dispute or difference between employers and employers, or between employees and employees, or between employers and employees, which is connected with the employment, or non-employment, or the terms of the employment, or with the conditions of work of any person." [Section-2(K)], (Mamoria, C.B. 1996:912).

According to Patterson, "Industrial strifes constitute militant and organised protests against existing industrial conditions. They are symptoms of industrial unrest in the same way that boils are a symptom of a disordered body". (ibid, P. 912).

The definition is very wide and takes within its fold many disputes between an employer and an employee. A dispute is an industrial dispute provided it satisfies these conditions:

(i) There should be an industry, employer and employee. There must be a "collective will" of substantial or appreciable number of employees taking up the cause of the aggrieved workman. It must be first raised on management and rejected by it, i.e. the employer must be in a position to redress the grievance.

(ii) There should be a real and substantial dispute or difference and should be one in which the workman is substantially interested, i.e., there must be 'community of interest.'

(iii) The dispute should be between the employer and his workman, between employers and employers or between workmen and workmen.

(iv) The dispute must be connected with:

(a) The employment, or
(b) Non-employment, or
(c) terms of employment or with conditions of labour.

Non-employment includes retrenchment and refusal to reinstate.

(v) There should be a contractual relationship between the employer and the workman. The former following a trade, business and manufacture and the latter following any calling, service, or employment in aid of employers' enterprise.

(iv) The dispute should relate to existing industry, and not a dead one or one which is not even in existence.

(vii) An individual dispute could assume the character of an industrial dispute provided it is sponsored either by the trade union or by a number of workmen.

Collective support by the workmen is essential for making an individual dispute, an industrial dispute, i.e., the workmen as a body or a considerable section of them make common cause with the individual workman.

For any industrial dispute it is not necessary that there must be any undertaking with a profit motive or trade or business in a commercial sense. However, for a dispute, it is necessary that a demand must be raised by the employees or their unions and rejected by the employer.

In fact the term industrial dispute denotes a real and substantial difference having some elements of persistence and continuity till resolved and likely, if not adjusted, to endanger the industrial peace of the undertaking or the community. (Mamoria, et. al. 1997:737-738).

2.1.2. FORMS OF INDUSTRIAL DISPUTES

Industrial disputes may take the form of strikes, go-slow tactics, token strikes, sympathetic strikes, Pen-down strikes, tool down strikes, hunger strikes, bandhs, gheraos, dharna and lockouts.

A strike is a stoppage of work initiated or supported by a trade union, when a
group of employees act together as a last resort to bring pressure to bear on an employer to resolve a grievance or constrain him to accept such terms and conditions of service as the employees want to enjoy.

If, however, an employer closes down his factory or place where his workers are employed, or if he refuses to continue in his employ a person or persons because he wants to force them to agree to his terms and conditions of service during the pendency of a dispute, the resulting situation is a lockout.

Procedures for avoiding strikes, lockouts and other forms of coercive action in connection with industrial disputes between trade unions and employers are generally laid down in the form of a clause or clauses in an agreement between the two. At the same time, it is also laid down that there shall be no stoppage of work and no coercive act on the part of either party to a dispute till the procedures outlined in the agreement have been gone through, and the two parties have been unable to come to a compromise or reach a settlement. (Mamoria, 1996: 912-913).

2.1.3. TYPES OF INDUSTRIAL DISPUTES

According to the Code of Industrial Relations introduced in the United Kingdom in 1972, disputes are of two kinds:

(i) Disputes of Right, which relate to the application or interpretation of an existing agreement or contract of employment.

(ii) Disputes of Interest, which relate to claims by employees or proposals by a management about the terms and conditions of employment.

According to the Industrial Disputes Act, 1947, and the many judicial decisions which have been handed down by courts and tribunals, industrial disputes may be raised on any one of the following issues:

(a) Fairness of the Standing Orders.

(b) Retrenchment of workers following the closing down of a factory, lay offs, discharge or dismissal, reinstatement of dismissed employees, and compensation for them.
(c) Benefits of an Award denied to a worker, non-payment of personal allowance to seasonal employees, the demand of employees for medical relief for their parents.

(d) Wages, fixation of wages and minimum rates, modes of payment and the right of an employee to choose one of the awards when two awards on wages have been given.

(e) Lock out and claim for damages by an employer because employees resorted to an illegal strike.

(f) Payment of hours, gratuity, provident fund, pension and travelling allowance.

(g) Disputes between rival unions, and

(h) Disputes between employers and employers.

(ibid, P, 913)

2.1.4. CAUSES OF INDUSTRIAL DISPUTES

The dispute is grounded in the cleavage between management aims and union aims. Management wants to run a tautship, quick to take advantage of a shift in tide or wind, whereas labour wants stability, security and protection of the human being against the vicissitudes of economic storm. Management calculates unit costs and strives to lower them by increasing productivity. 'Productivity' to a worker smells suspiciously of "speed up". Management approves of the efficient worker, the union seeks to eliminate competition between workers by the adoption of common rules. Management seeks to promote the individual it thinks most able, the union thinks length of service should be rewarded with advancement. The "Lump of Labour" theory — there is only so much work, it should be husbanded and made to last as long as possible-still has currency. (Ghose, Biswanath, 1987 : 269-270).

2.1.4.(a) CLASSIFICATION OF THE CAUSES OF INDUSTRIAL DISPUTES

The causes of industrial disputes in India had been divided into the following broad categories:
1. Economic causes: Wages, bonus, overtime payment, etc.

2. Political causes: Political instability, various (political) parties and their affiliations with unions.

3. Social causes: Low morale in society, permissiveness, bankruptcy of social values and norms.

4. Technological causes: Unsuitable technology, i.e., difficulty in technology adaptation, resistance to change, fear of unemployment.

5. Psychological causes: Conflict in individual and organisational objectives, motivational problems, personality and attitude.


2.1.5. MANIFESTATION OF INDUSTRIAL DISPUTES

Industrial disputes manifest themselves in the shape of strikes on the part of workers and lockouts on the part of employers. Industrial peace is of vital importance because economic and social progress is bound up with it. If industrial peace is disturbed production falls, costs of production rise and workers suffer due to lack of incomes. The consumers suffer hardships since they have to pay high prices due to interruption in the supply of goods. The Government also suffers due to fall of its revenue. As industrial unrest disturbs peace and benefits nobody, every endeavour should be taken to avoid disputes. (Ghose, Biswanath, 1987:271).

The basic foundation of industrial legislation is to ensure social justice, or as V.V. Giri explains, "equitable distribution of profits and benefits accruing from industry between industrialists and workers and affording protection to the workers against harmful effects to their health, safety, and morality." (Davar, R.S., 1995:297).
CHART NO. 2.1. A

CHART OF MANIFESTATION

Manifestations of conflict/dispute

- Manifestation of organised group conflict (Union vs Management conflict)
  - Manifestation of unions
  - Non-cooperation
  - Arguments
  - Hostility
  - Stresses and Tension
  - Unwillingness to negotiate
  - Resentment
  - Absenteeism
  - Work to rule
  - Demonstration, Morcha, Gherao
  - Loss of production
  - Strike

- Manifestation of individual and unorganised conflict (Workers Vs. Management)
  - Manifestation of Management
    - Unwillingness to negotiate
    - Termination
    - Demotion
    - Lay-offs
    - Absenteeism complaints
    - Instances of breaking of rules
    - Strikes

- Manifestation of Workers
  - Unorganised with holding of efforts
  - Intentional waste and inefficiency
  - Labour turnover
  - Absenteeism complaints
  - Instances of breaking of rules
  - Strikes

- Manifestation of Management
  - Autocratic Supervision
  - Over-strict discipline
  - Penalties
  - Unnecessary firing
  - Demotion
  - Layoffs
  - Lockouts

Source: (Monappa, Arun, 1995:181)
2.1.6. PREVENTION OF INDUSTRIAL DISPUTES

Prevention of Industrial Disputes is something creating obstruction or hindrance for the possible occurrences of Industrial Disputes in an organisation.

The term prevention means prohibition or forbidden to rise any problem in itself with regard to employment or non-employment, or terms and conditions of work between the workers and management.

By and large, the preventive patterns in industrial relations seem to predominate at the plant-level in India. The preventive patterns begin in consultation and culminate in participation via, co-operation.

The consultative pattern will begin only if both management and employees believe in voluntary joint consultation and bilaterally practise it within the frame-work of their terms of jurisdiction.

The regulative pattern marks the beginnings of Industrial relations. It is characterised by the application and administration of Industrial Employment (standing orders) Act and the enforcement of standing orders. (Ghose, Biswanath, 1987 : 268).

A better course than settling disputes is obviously to avoid them. For example, where the conditions of recruitment, disciplinary action, leave holidays etc., are clearly defined as in properly drafted standing orders, that would minimise the possibilities of friction between management and the workers and is likely to avoid disputes. The Standing Orders under the Industrial Employment (standing order) Act, 1946 and its Rules provide, for example, for classification of workmen, the method of intimating to workmen periods and hours of work, holidays, pay days and wages, shift working, attendance, and late coming, rules regarding leave, termination of employment, suspension, dismissal for misconduct, etc.

Reducing tension and creating better environment is through adequate provision of labour welfare so that the employees perform their work in a healthy and congenial surrounding. Whilst labour welfare by itself may not motivate the workers to greater
efforts, it can certainly provide them with a better mental and physical environment with in which they are working. (Davar, R.S., 1995 : 321-322).

2.1.7. TYPES OF PREVENTION OF INDUSTRIAL DISPUTES

The prevention is always better than cure. It is equally applicable to the maintenance of harmonious industrial relations in every industrial unit.

There is a provision for the preventive pattern of industrial relations for the avoidance of problems. The prevention of industrial disputes is of mainly two types.

1. Voluntary Prevention and
2. Compulsory Prevention.

1. Voluntary Prevention in the form of Non-statutory provisions include :
   i. Provisions with regard to formation and also recognition of Trade Unions.
   ii. Counselling to Workers for better Industrial Relations.
   iv Voluntary Labour Welfare Facilities, and
   v. Grievance Handling Procedure.

2. Compulsory Prevention in the form of Statutory provisions include :
   i. Standing Orders.
   ii. Formation of Bi and Tri-partite Forums and
   iii. Provisions for certain amount of Statutory Welfare Facilities including the services of Welfare Officers.

   These are intended to prevent any industrial unrest or dispute or conflict and pave the way for the positive philosophy of co-operation in industrial relations.
CHART NO. 2.1. B

SYMPTOMS OF INDUSTRIAL UNREST AND TREATMENT AT A GLANCE

Treatment

Industrial Disputes
Preventing Machinery

Preventive Action
(Forbidden Therapy)

Voluntary
(Non-statutory)

Compulsory
(Statutory)

Employees

Employers

Counselling

Voluntary
Labour welfare facilities

Voluntary
Labour welfare facilities

Collective
Bargaining

2. Collective Bargaining
3. Voluntary Labour welfare facilities
4. Counselling to workers
5. Grievance Handling procedure

1. Standing Orders
2. Bi and Tri-partite Forums
3. Statutory Labour welfare facilities

1. Slowdown
2. Stoppage
3. Work-to-Rule
4. Gherao
5. Dharna
6. Strikes:
   i. Sitdown,
   ii. Tooldown,
   iii. Pendown,
   iv. Wild Cat,

1. Layoff
2. Lock-out
3. Closure

1. Works Committee
2. Joint Management Council

1. Conciliation:
   i. Conciliation Officer and
   ii. Conciliation Board.
2. Arbitration:
   i. Court of Inquiry
3. Adjudication:
   i. Labour court,
   ii. Industrial Tribunal &
   iii. National Tribunal.

Source: (Ghose, Biswanath, 1987: 268)
2.1.8. INDUSTRIAL DISPUTES PREVENTING MACHINERY

The term Industrial Disputes Preventing Machinery is compounded of tools and instruments which have been attempted to prevent / avoid effectively the industrial disputes in the industry.

As per C.B. Mamoria, S. Mamoria and S.V. Gankar (1997:379) the Industrial Disputes Preventing Machinery is composed of the following important components/ingredients:

1. Institution of Labour Welfare Officer and Labour Welfare Work,
2. Tri and Bi-partite Forums/Bodies,
3. Standing Orders and Grievance Procedure,
4. Ethical Codes and Industrial Relations,
5. Wage Policy and Wage Regulation Machinery, and

V.P. Michael (1996) observes that to-day's industrial environment is dominated by Human Resource Management. He further argues that the prevention of Industrial Disputes must be given first priority. The preventive methods are usually applied at various levels like at International level, National level, State level, Industry level and even Unit level.

The most effective prevention would be possible at the unit level. So preventive measures can be classified under two sets. For example:

1. Preventive methods with in the unit (Micro level Preventive Methods) and
2. Preventive methods beyond the unit. (Macro level preventive methods).

Preventive measures at the unit level may include:

i. Effective Human Relations,
ii. Effective Counselling Efforts,
iii. Bipartite Bodies,

iv. Labour Welfare Measures and the Institution of Labour Welfare Officers,

v. Standing Orders and Grievance Procedure,

vi. Collective Bargaining,

vii. Code of Discipline,

viii. Proper Wage and Salary Administration,

ix. Workers Involvement (if not complete participation) in Management and Quality Circles.

Preventive measures beyond the unit level may include:

x. International Organisation(s): ILO for example,

xi. National level Tripartite Bodies and Policies,

xii. National and State level Conciliation &

xiii. Industry level Preventive Measures.

Any or all of these measures can be used according to the situation for preventing Industrial Disputes. However, unit level preventive measures are undoubtedly of great effect and use. Any organisation must greatly emphasise to prevent Industrial Disputes at the unit level.

Biswanath Ghose in his book Personnel Management and Industrial Relations its Theory and Practice in India (1987: 281-287) has suggested certain measures for the prevention of disputes and the promotion of good labour management relations. They may be grouped under:

1. Joint Consultation,

2. Code of Discipline,

3. Grievance Procedure and

4. Disciplinary Procedures,
In India, Joint Consultation has assumed two forms:

i. Works Committees (WC) and

ii. Joint Management Councils (JMC)

Rustom S. Davar (1995: 321-330) viewed that ordinarily an Industrial Disputes Preventing Machinery is constituted by the following vital tools /instruments in an industry:

1. Labour Welfare,
2. Labour Welfare Officer and Personnel Officer,
3. Joint Control,
4. Methods of Labour Participation,
5. Employee-Director method,
6. Council Plan and Works Committees,
7. Removing the 'Manager' - 'Worker' Dichotomy &
8. Trusteeship Concept / Approach.

Arun Monappa (1995: 189-197) thought that these days not only the employers and workers, but also the Government and the public at large, are equally concerned about disputes, since conflicts, if not resolved in time, take the form of strikes or lockouts resulting in loss or profits, wages, production and supply of goods. There are various ways to cope with industrial conflicts. They are depicted below:

1. Efforts to remove sources of conflict.
2. Wage Administration and Proper Production Standard.
3. Work methods, working conditions review and morale boosting.
4. Union Management Co-operation.
7. Pressure groups:
   i. Labour,
   ii. Management &
   iii. Society.

8. Grievance Negotiation.


In India, the various measures of conflict resolution can be broadly categorised into:

(a) Statutory measures,
(b) Non-statutory measures &
(c) Government machinery.

Industrial Disputes Act, 1947, was enacted to promote industrial peace by providing appropriate machinery for amicable settlement of disputes arising between employers and employees. The principal objects of this Act are as follows:

1. The promotion of measures to secure cordial relations between labour and management.
2. Investigation and settlement of industrial disputes (for which machinery is provided).

Several authorities are named for purposes of investigation and settlement of disputes. They are:

1. Works Committees,
2. Conciliation Officers,
3. Board of Conciliation,
4. Court of Enquiry,

5. Arbitration (Voluntary),

6. Arbitration (Compulsory), or Adjudication:
   (i) Labour Courts,
   (ii) Industrial Tribunals &
   (iii) National Tribunals.

**Different non-statutory measures are as follows:**

7. Code of Discipline,

8. Tri-partite Machinery,

9. Workers' Participation in Management. (various schemes) &


**The Government Machinery both at the Centre and States have a considerable role to pay in maintaining industrial harmony. Specifically -**

11. Labour Administration Machinery.

   (Central and State level).
The elucidation of Industrial conflict resolution is depicted in the following chart:

**CHART NO. 2.1.C**

**DEALING WITH THE METHODS OF INDUSTRIAL CONFLICT RESOLUTION.**

![Chart of Conflict Resolution]

(Source: *ibid*, p. 193-197)

### 2.1.9. JUSTIFICATION OF THE STUDY IN LIGHT OF THE REVIEW OF LITERATURE

The available literature, in accessible libraries, throws light only on what is Industrial Dispute, what is prevention of Industrial Disputes, what is Machinery for Preventing Industrial Disputes, what are its ingredients and what is its importance. Hardly any material is available on how to measure the degree / quality of efficacy of an Industrial Disputes Preventing Machinery. The proposed study is aimed at addressing this gap in literature. Since there could be various ways to measure the efficacy of an Industrial Disputes Preventing Machinery and if adopted all these ways to judge the potential or efficacy of any Industrial Disputes Preventing Machinery, this may require
a lot of time, the present efforts to measure the efficacy of an Industrial Disputes Preventing Machinery are confined to a perception study. Since the perception study is possible only in a limited area, the easily available and accessible major industrial unit, i.e. Cachar Paper Mill was chosen for the purpose.

2.2. METHODOLOGY

To achieve the objectives of the study the investigation was carried out in the following manner:

1. Initially a pilot survey of Cachar Paper Mill was carried out to identify the factors which are the part of Industrial Disputes Preventing Machinery at Cachar Paper Mill. An extensive literature survey was also carried out for the purpose.

2. Personal discussions with the managers of industrial relations department of Cachar Paper Mill were also held to know the existing provisions and position of prevention of Industrial Disputes in Cachar Paper Mill.

3. The views of randomly selected executives and trade union leaders were collected through structured questionnaires on the subject.

4. All relevant published and unpublished material, specially provided by the management of Cachar Paper Mill, was also consulted.

During review of literature various kinds of Machineries for Preventing Industrial Disputes were found. Some contained in it many measures where as others only a few. It was quite natural too because the requirement of Industrial Disputes Preventing Machinery is not only determined by the size of the organisation but also by the position of the industrial relations in the organisation.

Keeping this view in mind it was found imperative to know the specific factors / measures which are parts of Industrial Disputes Preventing Machinery at Cachar Paper Mill. This was done by holding discussions with around one and half a dozen executives and union leaders and also by going through the materials, published and unpublished, provided by them.
The above exercise which can be termed as pilot survey helped a lot in identifying and understanding the measures which are parts of Industrial Disputes Preventing Machinery at Cachar Paper Mill. The same are given below:

1. Bi and Tri-partite Forums,
2. Standing Orders,
3. Provisions with regard to formation and also recognition of Trade Unions,
4. Labour Welfare Facilities (both statutory and voluntary),
5. Counselling to Workers,
6. Provisions regarding Collective Bargaining, and

The degree of efficacy of the Machinery for Preventing Industrial Disputes in Cachar Paper Mill was tried to be measured against these factors on a seven point scale.

To attain the objectives, two types of structured questionnaires were developed, one for managers/executives and the other for trade union leaders. The structured questionnaire for executives contains in it five questions, and for trade union leaders four. Out of the above questions, which were put to trade union leaders and the executives, four are the same. Additional question in the questionnaire developed for executives seeks their views over the performance of Industrial Disputes Preventing Machinery operative in Cachar Paper Mill in comparison to that of the one which is operative in Nagaon Paper Mill. The questions which are common in both the questionnaires can be referred from the Annexure Nos.- 1 & 2.

Fifty questionnaires were got filled up from each chosen group, i.e. executives and trade union leaders. With an intention to have a cross section of opinion over the matter, efforts were made to cover the views of executives attached to different departments /sections, having a variety of educational background, background with regard to technical training, experience, income and age groups and castes and communities etc.
While getting the questionnaires filled up from trade union leaders due care was taken to have the views of the leaders of both the recognised trade unions, i.e. Cachar Paper Project Workers' Union (CPPWU) [Affiliated to INTUC] and Cachar Paper Mill Mazdoor Sangh (CPMMS) [affiliated to BMS].

Two more those trade unions which are considered very strong and popular in the organisation, i.e. Cachar Paper Project Mazdur Union (CPPMU) [affiliated to CITU] and Cachar Paper Project Workers and Employees' Union, (CPPWEU) not affiliated to any Central or Regional Trade Union, were also consulted.

2.2.1. SAMPLE DESIGN

**TABLE NO. 2.2.1**

SAMPLE DESIGN WITH REGARD TO EXECUTIVES (RANKWISE) IN CACHAR PAPER MILL

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Rank of Executives</th>
<th>No. of Respondents relating to rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>$E_1$ (Executive$_1$)</td>
<td>16</td>
</tr>
<tr>
<td>2.</td>
<td>$E_2$ (Executive$_2$)</td>
<td>11</td>
</tr>
<tr>
<td>3.</td>
<td>$E_3$ (Executive$_3$)</td>
<td>14</td>
</tr>
<tr>
<td>4.</td>
<td>$E_4$ (Executive$_4$)</td>
<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>$E_4$ (Executive$_4$)</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Total Sample</td>
<td>50</td>
</tr>
</tbody>
</table>

- For details of sample design with regard to executives please consult Annexure No. 1.
**TABLE NO. 2.2.2**
SAMPLE DESIGN WITH REGARD TO EXECUTIVES (DEPARTMENTWISE) IN CACHAR PAPER MILL

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Departments</th>
<th>No. of Respondents relating to department</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Personnel &amp; Administration (P&amp;A) Deptt.</td>
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</tr>
<tr>
<td>2.</td>
<td>Industrial Relation (I.R) Section, P&amp;A Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Official Language Section, P&amp;A, Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Training Cell, P&amp;A, Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>Legal Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>6.</td>
<td>Vigilance Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>Store, Section, Commercial Deptt.</td>
<td>3</td>
</tr>
<tr>
<td>8.</td>
<td>Purchase Section, Commercial Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>9.</td>
<td>Distribution Deptt.</td>
<td>3</td>
</tr>
<tr>
<td>10.</td>
<td>Safety Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>11.</td>
<td>Central Laboratory &amp; Store Deptt.</td>
<td>2</td>
</tr>
<tr>
<td>12.</td>
<td>Quality Control Deptt.</td>
<td>1</td>
</tr>
<tr>
<td>13.</td>
<td>Library (Technical Service)</td>
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</tr>
<tr>
<td>14.</td>
<td>Technical Laboratory</td>
<td>1</td>
</tr>
<tr>
<td>15.</td>
<td>Production Deptt.</td>
<td>1</td>
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<tr>
<td>16.</td>
<td>Recovery Section, Production Deptt.</td>
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<tr>
<td>17.</td>
<td>Civil Deptt.</td>
<td>1</td>
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<tr>
<td>18.</td>
<td>Automobile Deptt.</td>
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<tr>
<td>19.</td>
<td>Utility Deptt.</td>
<td>3</td>
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<td>20.</td>
<td>Operation Section, Utility Deptt.</td>
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<td>21.</td>
<td>Recovery Section, Utility Deptt.</td>
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<td>22.</td>
<td>Paper, Recovery Section</td>
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<tr>
<td>23.</td>
<td>Finishing Section</td>
<td>2</td>
</tr>
<tr>
<td>24.</td>
<td>Pulp Mill, Electrical Deptt.</td>
<td>2</td>
</tr>
<tr>
<td>25.</td>
<td>Paper Machine, Electrical Deptt.</td>
<td>2</td>
</tr>
<tr>
<td>26.</td>
<td>Engineering Section, Electrical Deptt.</td>
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</tr>
<tr>
<td>27.</td>
<td>Engineering Section, Mechanical Deptt.</td>
<td>3</td>
</tr>
<tr>
<td>28.</td>
<td>Chlorine Dioxide &amp; Caustic Chlorine Deptt.</td>
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<tr>
<td></td>
<td>Total sample</td>
<td>50</td>
</tr>
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</table>

*For details of sample design with regard to executives please consult Annexure No. 1.*
### TABLE NO. 2.2.3

**SAMPLE DESIGN WITH REGARD TO TRADE UNION LEADERS (UNIONWISE) IN CACHAR PAPER MILL**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Trade Unions</th>
<th>No. of Respondents relating to Trade Union</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Cachar Paper Project Workers' Union (CPPWU), [affiliated to I.N.T.U.C.]</td>
<td>16</td>
</tr>
<tr>
<td>2.</td>
<td>Cachar Paper Mill Mazdoor Sangh (CPMMS), [affiliated to B.M.S.]</td>
<td>19</td>
</tr>
<tr>
<td>4.</td>
<td>Cachar Paper Project Workers &amp; Employees' Union (CPPWEU), [Not affiliated to any Central or Regional Trade Union.]</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Total Sample</td>
<td>50</td>
</tr>
</tbody>
</table>

For details of sample design with regard to trade union leaders please consult Annexure No.2.