

THE ROLE OF TRADE UNIONS TO SUSTAIN CORDIAL LABOR-MANAGEMENT RELATIONS

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Abstract:

The labor union is one of the main actors of Labor-management Relations. It not only bulwarks the rights of employees but withal represents and defends them at different forums when sitting across the table to employer or management association. The labor union generally confers with management association in support of its members, campaigner for improvements/ amendments such as economic interests, working conditions, work norms, safety & health, benefits & compensation, and job security. Hence, labor unions play a vital role in order to maintain cordial Labor-management Relations, i.e., employee and employer relationship. However, the roles of labor unions retaliate and reciprocate significantly since 1991 due to the adaptation of LPG (Liberalization, Privatization, and Globalization) modal worldwide. The LPG modal and its special effects on the building incipient India are an ineluctable issue for trade unionists from the region as definitely as it is for trade unionists all the way through the developing world. Globalization has established a multifaceted and comprehensive process for workers around the globe, as are the approaches they have to build up to face its challenges. By the avail of this research paper, we just endeavor to ken what is the pertinence of trade unions in today's globalized world and up to which extent they are pertinent to determine and developer of the cordial Labor-management relations system for overall development of an organization.

Keywords: Industrial relations, Globalization, Pressure group, stratification, Collective bargaining (CB), Workers Participation in Management (WPM), Trade union.

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Introduction: As we ken, a continuous association of wage earners or salary employees those belonging to a prevalent trade are simply kened as Trade union. The avail of an instrument of trade union workers has coalesced to achieve some mundane goals and/ or to resolve some concrete purposes, especially to promote their common interests (they may be economic/ social/ cultural and political) and protect their members from any kind of exploitation and grievances.

Trade union, on the whole act as a *Pressure Group*, which engenders and sustains a minimum amount of pressure on the employer and/ or management on behalf of their members to consummate the above-cited interests. Trade unions are nothing but a system of social but optional-open workplace *stratification* of industrial employees based on common problems and solutions and that ultimately empower the working class. Hence, union management relationship is a convivial social relationship.

Trade union also act as a bridge for employees and management to come across discuss fraternally on the sundry issues and resolve the grievances and to realize an amicable settlement of disputes, if any.

Now the question arises against that, why do workers organized to compose a trade union. The prime reasons behind formation of a trade union are as under:

- To attain economic as well as job security.
- To secure power through the “*strength of unity.*”
- To negotiate (collectively bargain) with the employers on the terms & conditions of employment (the individual workmen are dispensable to the employer, but in the form of union they are indispensable to him)
- To raise the voice of workers against any type of discrimination/ dissatisfaction/ frustration/ injustice and encroachment of rights.
- To ascertain for workers better wages & other benefits, better working & living conditions, better health, safety & other welfare standards, etc.
- To safeguard the workers and keeping check over the hiring & firing policy of the management.

- To provide a sense of job security in employees against layoff, retrenchment, right / down sizing, and unfair treatment, etc.
- To give legal assistance to its members in work and payment of wages cognate issues and frequently grievance & conflict related issues.
- To organize negotiation between workers and management and are instruments for settlement of disputes / grievances.
- To ascertain opportunities for promotion and training & development
- To secure WPM (Workers Participation in Management) and oppose any decision which adversely affects them.

Trade unions perform five functions in order to achieve the above stated objectives; (1) Militant (revolutionary) or protective or Intra-mural functions (2) Fraternal or Extra-mural functions (3) Social functions, (4) Political functions, and (5) Ancillary functions.

In our country, the structure of Trade unions differs from organization to organization. But Still we may classify the structure into five groups; (1) General unions (2) Industrial Unions (3) Craft unions (4) Federation & Confederation, and (5) International Federations.

However, since 1990 the paradigm shifts in the Industrial relations management due to process of free market Globalization and adaptation of LPG model worldwide. In pre-liberalization era, the Labor-management relations mainly concerned with the three main actors; employees and their unions, managers/ employers, and the Govt., but now in this era of globalization, two more actors' **consumer and community** have also to take part as an ascendant stakeholder in the field of the Industrial relations. These two actors certainly limit the role of the trade union up to a more preponderant extent and visually perceive a future of them only aligning with the interests of the rest of the all.

Globalization has made to invigorate the economic competition across the world. To sustain and further enhance competitiveness of their products and services in the world market, many countries have espouse the policy of Neo-liberalization, hence trade unions have vanished their rights. Apart from that, the policy of neo-liberalization firmly advocates labor market flexibility as informal employment and cheaper labor (casual/ part-time). These transform in employment patterns have in turn render it is not easy for trade unions to organize workers.

Literature Review: There have been a good number of research studies in different aspects of Trade Unionism such as their magnification & development, organization & structure, leadership, politics, ideologies, involvement & participation in union activities, etc. The relevant ones are discussed asunder;

01. Venkata Ratnam C.S. and Jain Harish C. (2002) study on the role of Women in Trade Union in India and ascertain there is a diminutively minuscule contribution of the female workers in Trade union membership. Hence, they are yet not got their genuine share on the trade union platform; consequently, they are still struggling for development and empowerment.

02. Shrivastava D.K. (2006), analyze the paramount reason for the declining influence of Trade Unions with the objectives why younger generation has not took part in trade union activities and maintained a min safe distance from the movement. Albeit, now a day the neo-liberalization is more impotent the impact of trade unions on labor market.

03. Shyam Sundar K.R. (2006), in his discussion paper titled “Trade Unions and the New Challenges: One Step Forward & Two Steps Backward” has mentioned that the LPG model set up an incipient dimension & challenges to the Trade Union movement. In this paper, he withal suggests the strategy in order to make the role of trade unions contemporary in the post-liberalization era.

04. Bhangoo K.S. (2006), has suggested that in this era of globalization, the responsibility / desideratum and significance of trade union more preponderant than afore in order to look after the economic and noneconomic interests of the society holistically.

05. Mamkoottam K. (2006) has explained that the vital challenge for trade unions in this century will be to shift from the traditional strategy of confrontation & conflict to one of the teamwork & group efforts.

06. Dr. Panda S. and Dr. Harish K.S. (2008) presented a research paper on Trade Unions in the Changing Scenario of Industrial Relations - A study. In this paper, they have concluded that the three main actors of Industrial relations must alter their strategies, reframe their agenda and redefine their role as an institution of HRD. As for as Trade unions are concerned they must have bright future if they avail to develop adeptness among their members to engender competitive spirit and worked as an economic institution. Further, trade unions are now functioning as a strategic business partner of the business for betterment of not only industry but also the society.

- 07.** Krishna T.N. (2010) describes that the vicissitude of technology unlocked employment apertures with some incipient and emerging sectors and for survival the trade union, they must not resist the technological modification but are concerned with the proposals on the job engenderment, job contend and remuneration.
- 08.** Dr. Dhal M. (2011), states that, with the growing LPG module, the trend of contract labor outsourcing, rightsizing and downsizing of work force Trade Unions are losing their puissance across the world.
- 09.** Satrya A. and Parasuraman B. (2011), conducted a study on the Multidimensional Approach to Union Effectiveness- Case Studies from Indonesia & Malaysia and conclude that the theory of union efficacy/ effectiveness depends upon how well unions execute their activities to achieve their goals and how to enhance the organization's efficacy.
- 10.** Shrestha B.R. (2012), his study aims at finding out the effect of trade unionism on workers. This paper additionally seeks to look at the relationship between trade unionism and the proceedings of the management. At the cessation, the author describes the framework for how to settle the industrial conflicts.
- 11.** Bose I., Paul S. and Banerjee J. (2012) narrates that the after liberalization the consequentiality of the Trade union has not come to a cessation but now it is more arduous/ challenging. This paper endeavors to study the extent of workers partaking in union activities as per the different variables like age, length of service, inculcation, inchoation, etc.
- 12.** Singh I.S. and Kulkarni V. (2013) conduct a survey for endeavoring to realize the trade union activities and their future role. This study concluded that certainly trade unions are passing through an arduous time with not only declining their membership, but the subsisting associates are withal losing self-belief in their unity.
- 13.** Rajesh S. and Dr. Manoj P.K. (2014), the purpose of their study to identify the paramountcy of a strong union in the play. The paper also fixates on the political interference in trade union activities. The present edifications analyses the concerns and challenges of trade unions because of political prying and suggest measures to surmount these challenges for establishing a cordial labor-management relations.
- 14.** Anand V. and Jha S.R.K. (2014) has conducted a study on a variety of features of trade union movement in India and endeavor to review the impact of economic liberalization policy-1991 on

their functioning. In this perpetual/ ongoing process of liberalization and globalization, the challenges are even more gigantic than ever afore.

15. Dr. Md. Moazzam Sulaiman (2017) describe that the trade unions will have to systematize themselves for counterattack, which is obligatory for a deep-rooted change. The continuation of trade union in more than a few industries enhanced the collective bargaining power of the employees with their management / employers and have played paramount role in developing the standard of living of the employees in their exacting industries. If we organize trade unionism in a better manner than we, certainly, change India's economic and political scenario.

16. Ghosh P., Ragini and Rai A. (2015) find out the status of women's participation in trade union activities. This research work has surmised that women workers are not taking part in trade union activities mainly due to socio-cultural reasons.

17. Bhalerao K.P. and Bhlerao S.P. (2016) describe the effects of accelerated globalization on the trade union movement and simultaneously fixating on the effect of globalization on the employment patterns, working condition, diversification of the workforce and structural employment and the rise of global capital flows patterns.

Research Questions:

No dough, the trade union movement is passing through a transactional phase, where trade unions are struggling for their survival (to prove their worth), but they still into the play. However, their role in this point of time is much bigger than ever. Trade unions will have to organize themselves for accepting the challenges of Neo-liberalization and play a constructive role in increase the productivity with quality while taking customer satisfaction in mind. The following critical issues came into my mind while cogitating this research work to conduct.

Q₁. What is the pertinence of Trade unions in this subsisting globalised era?

Q₂. Is the trade union movement being still significant in the Indian context?

Q₃. What is the role of Trade unions in order to sustain the cordial Industrial relations?

Q₄. How the trade unions play a role of change agent for not only the amelioration of its members but withal for the community altogether.

Objectives of the study:

The prime objectives of this research work in hand are as under:

O₁. To ascertain the role of trade union in context of maintaining the cordial Industrial Relations Management System.

O₂. To study about what are the reasons behind declining membership of trade unions.

O₃. To study the future role of trade union in transmuting patterns of work and employment.

O₄. To study the strength and weaknesses of trade unions in general perspectives.

O₅. To understand the emerging trends in Indian trade union movement.

The fundamental conception about this research paper was to explicate and recognize the primary issues facing the Indian trade union movement at the present scenario and simultaneously paying particular concentration to the effect of globalization on trade union movement.

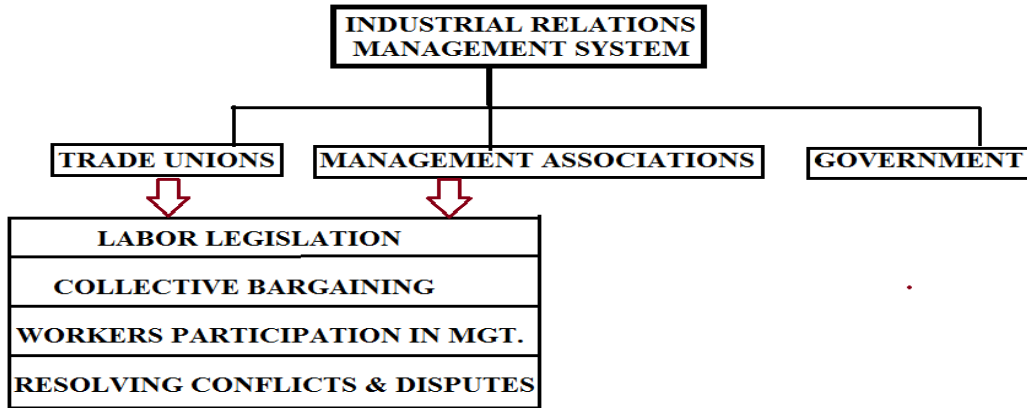
Conceptual Framework: When we talk about the Labor-management Relations System then we must be, consider the three main actors of it, namely (1) Trade Unions (2) Management Associations and (3) The Government. If we opt to quantify or assess the impact of trade unions on the Labor-management Relations System, at first we must determine the dependent and independent variables of our study.

Table No: 1 List of Variables

Dependent Variables	Independent Variables
Role of Trade union Representatives	Collective Bargaining
	Labor Legislation
Role of Management Association	Workers Participation in Management
	Resolving Conflicts and Disputes

For this study in hand, we select the 28 numbers of HR Managers those are directly looking after the Industrial Relations and 129 numbers of trade unions representatives culled from five major trade unions; INTUC, CITU, BMS, HMS and AITUC.

Figure1. Conceptual framework



Research Methodology:

Hypothesis:

H₀: Trade unions don't have any role in order to sustain a cordial Industrial Relations Management System.

H₁: Trade unions have a significant role in order to sustain a cordial Industrial Relations Management System.

Multiple Regression Hypothesis:

H_{null} : $b_0 = b_1 = b_2 = b_3 = b_4 = 0$ [slope of regression line is equal to zero]

H_{alternative} : At least one $b_i \neq 0$ (where $i = 1, \dots, 4$) [slope of regression line is not equal to zero]

For testing this hypothesis, we have taken four numbers of independent variables, namely, Collective bargaining (CB), Workers Participation in Management (WPM), Labor legislation (LL) and Resolving Conflicts & Disputes into the consideration.

We will test both the above stated hypothesis with the avail of multiple regression analysis, while working at 5% ($\alpha = 0.05$) level of significance and at 95% confidence interval throughout this research work.

Quantitative Research:

Quantitative research fixates on gathering data in numerical form and generalizing it to expound a particular phenomenon/ event. The motive is very clear pellucid because we want to determine the relationship between independent variables and a dependent/ outcome variables within the

culled population. Hence, we select the Quantitative methods because it mainly deals with numbers, logic, and an objective stance.

Method of sampling:

We optate to analyze the role of trade unions in order to sustain cordial Labor-management Relation System. To solve this type of problem, it is obligatory to cull such type of respondents those are well acclimated with the functioning of trade unions and their interactions with management personals at different platforms. Hence, we cull the respondents those are active in the field of trade unions. Thus, for this study the Judgmental sampling (additionally called *Purposive Sampling* or *authoritative sampling*) method is opportune, because we optate to cull the respondents on their knowledge/ erudition and professional judgment about the functioning of trade unions.

Judgmental sampling is one of the *Non-probability convenience-sampling techniques* in which sample has culled on the base of researcher's judgment. In pursuance of solving this particular type of problem first of all we have to select a more representative sample that can bring more accurate & precise results than by using other probability sampling techniques. By the avail of this technique of sampling we are in the position to obtaining information from a very categorical group of those people have erudition and experience of trade union activities.

Sample size:

For this study, I am culling 157 respondents those have ample amount of erudition and experience about the functioning of trade unions. These respondents belong to Indian Railways, Indian Ordnance Factories, BHEL and Public Sector Banks (PSBs) situated at *Bhopal and Jabalpur cities of Madhya Pradesh*. Most of the respondents are at present working as a trade union office bearers (like President, Vice-president and secretary), Joint Consultative Machinery (JCM- I, II, III & IV) Members, and elected general body representatives.

Out of these culled respondents, 28 numbers belong to Managerial group dealing with HR/ IR, and the remaining 129 numbers are concerned with trade union activities.

To kept inequitableness (bias) at its minimum level, we are culling an equal number of respondents from each trade union affiliated with the INTUC, CITU, BMS, HMS and AITUC respectively.

This research work has conducted during March 2016 to July 2017.

Limitation of the study:

- This study will be concerned mainly to the organized sector that is presiding over the control of Indian Government. Hence, the inferences may be or may not be generalized for the entire trade union movement and industrial relations management system.
- Respondent's belongs to different trade unions and they have supported to different political parties / ideologies, thus preconception may be there which is prognosticable.
- Due to *MST* (*Money, Staff, & Time*) restraint, the area of study limits only to *Bhopal and Jabalpur district of Madhya Pradesh*.

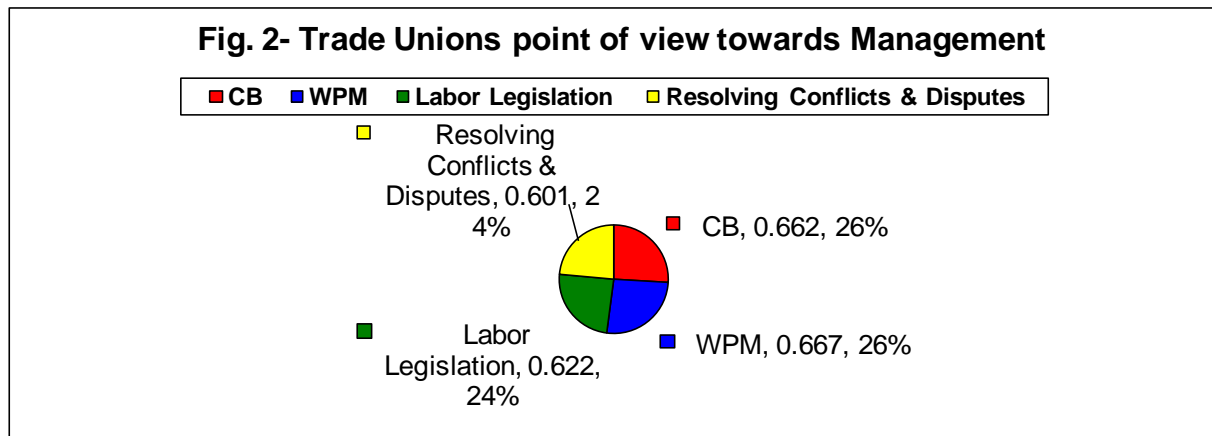
Data Analysis and Interpretation:

1.0 Correlation between the different variables (collective bargaining, WPM, Labor legislation, and resolving conflicts & disputes) those have a direct impact of the Industrial Relations from the trade union's opinion.

Table No: 1.1 Correlations

	Is Mgt. playing a supporting role while dealing with Trade Unions?	CB	WPM	Labor Legislation	Resolving Conflicts & Disputes
Pearson Correlation	Is Mgt. playing a supporting role while dealing with Trade Unions?	1.000			
	CB	.662	1.000		
	WPM	.667	.633	1.000	
	Labor Legislation	.622	.601	.594	1.000
	Resolving Conflicts & Disputes	.601	.475	.517	.463

This table indicates that the relationship among the variables is positive, and the strength of the relationship is strong enough.



It is pellucid from the above table trade unions rely on management about 60% for resolving conflicts and industrial disputes, about 62% for the matters cognate to labor legislation, and about 66% for collective bargaining and WPM respectively.

Table No: 1.2 Model Summary^b from trade unions point of view

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.786^a	0.618	0.605	0.630	2.228

a. Predictors: (Constant), Resolving Conflicts & Disputes, Labor Legislation, Workers Participation in Management, Collective Bargaining

b. Dependent Variables: Are Mgt. play a supporting role while dealing with Trade Unions?

The value of *adjusted R square* shows that the Collective Bargaining, WPM, Labor Legislation, and Resolving Conflicts & Disputes expound the 60.5% of the variance in the Management's role while dealing with Trade Unions. We can say management plays definitely a significant role while dealing with the trade unions.

The Durbin-Watson $d = 2.228$, which is between the two critical values of $1.5 < d < 2.5$. Therefore, we can assume that there is no first order linear auto-correlation in our multiple linear regression model. Thus, the complete model seems to be good.

Table No: 1.3 ANOVA^a (Indicating Significant Relationship between variables)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	79.470	4	19.868	50.076	p = .000^b
1 Residual	49.196	124	.397		
Total	128.667	128			

a. Dependent Variables: Are Mgt. play a supporting role while dealing with Trade Unions?

b. Predictors: (Constant), Resolving Conflicts & Disputes, Labor Legislation, Workers Participation in Management, Collective Bargaining

In this model, sig. (p-value) is less than alpha (.05); hence, the *overall regression model is significant* at 95% confidence level and we may describe this as follows.

$$F(4,124) = 50.076, p = .000 < .001, \text{Adjusted } R^2 = 0.605$$

Hence, we reject the null hypothesis and conclude that at least one explanatory variable is significant.

Table No: 1.4 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	b₀ = -1.722	.671		- 2.566	.011
	CB	b₁ = .358	.106	.263	3.380	.001
	WPM	b₂ = .324	.101	.253	3.200	.002
	Labor Legislation	b₃ = .264	.102	.195	2.598	.011
	Resolving Conflicts & Disputes	b₄ = .350	.093	.255	3.784	.000

a. Dependent Variables: Are Mgt. play a supporting role while dealing with Trade Unions?

Multiple Regression Analysis

Formal Statement (parameters)

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Estimated Regression Function (Statistics)

$$Y_i = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4$$

Where:

- $X_1 \dots X_4$ are the Independent variables
- b_0 is the Y-intercept
- b_1 (regression coefficient) is the net change in Y for each unit change in X_1 holding $X_2 \dots X_4$ constant.

It is clear from the above table that $b_0 \neq b_1 \neq b_2 \neq b_3 \neq b_4 \neq 0$, hence we can reject our H_{null} hypothesis. With the help of the above, we may describe the multiple regression equation as follows.

$$Y_i = -1.722 + .358 X_1 + .324 X_2 + .264 X_3 + .350 X_4$$

Intercept
↑

CB
↑

WPM
↑

LL
↑

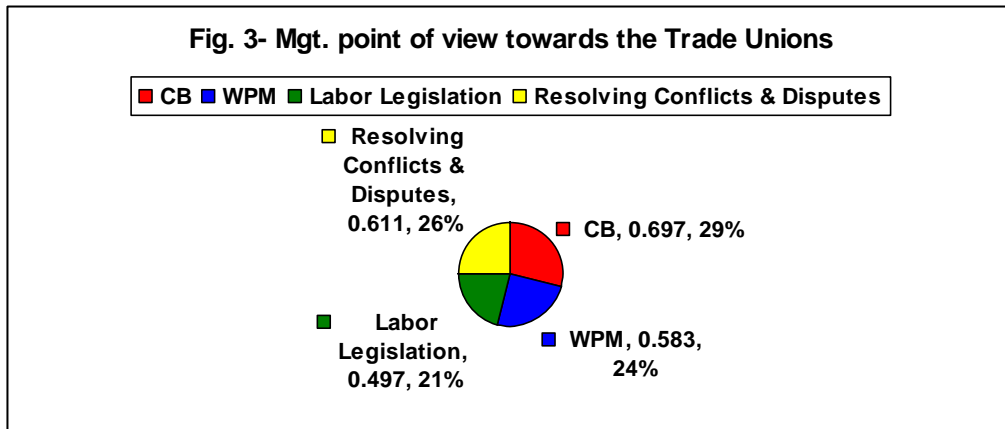
Resolving
Conflicts &
Disputes
↑

In the above equation, the regression coefficients (or b coefficients) represent the independent contributions of each independent variable to the prediction of the dependent variable.

2.0 Correlation among the different variables (collective bargaining, WPM, Labor legislation, and resolving conflicts & disputes) those have a direct impact of the Labor-management Relations from the Management opinion.

Table No: 2.1 Correlations

	Are Trade unions playing a supporting role while dealing with Mgt.?	CB	WPM	Labor Legislation	Resolving Conflicts & Disputes
Pearson Correlation	Are Trade unions playing a supporting role while dealing with Mgt.?	1.000			
	CB	.697	1.000		
	WPM	.583	.372	1.000	
	Labor Legislation	.497	.260	.144	1.000
	Resolving Conflicts & Disputes	.611	.454	.218	.379



This table indicates that the relationship among the variables is positive and the strength of the relationship is strong enough.

The Pearson correlation coefficient (r) is a quantification of the vigor of a linear association between two variables, and can take a range of values from $+1$ to -1 ($-1 < r < +1$). A value greater than zero ($0 < r$) designates a positive association between the two variables. This simply denotes that as the value of one variable increases, so does the value of the other variable. Our values of r lie between $.497$ to $.697$, hence we can say the strength of association of the two variables is large and positive in nature. The Pearson correlation coefficient simply means that there is no variation between the data points and the line of best fit.

If we evaluate, figure-2 and figure-3, we observed that for the success of Collective Bargaining the management relies on the trade union more for the reason that if both the parties fall short to arrive at a collective agreement, the latter may go on strike. This is a deplorable trip for management and in integration to the industry holistically. Further for regaling the workers participation in management the trade unions mainly bet on management because in this case the latter gives a slot to the former for a circumscribed participation in managerial decision-making exercise. Again, for labor legislation issues the trade unions are depending on management because this subject has comprehended to the Government and principle employer (a government servant in the public sector). At the same time for Resolving Conflicts & Disputes, again the management relies on the trade unions because in this case the latter has an ascendance to arbitrate and resolve the grievance at the earliest.

Table No: 2.2 Model Summary^b from Management attitude

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.869^a	0.756	0.713	0.547	1.563

➤ a. Predictors: (Constant), Resolving Conflicts & Disputes, Labor Legislation, Workers Participation in Management, Collective Bargaining

➤ b. Dependent Variables: Are Trade unions plays a supporting role while dealing with Management?

Adjusted R Square = .713: Taken as a set, the predictors Resolving Conflicts & Disputes, Labor Legislation, Workers Participation in Management and Collective Bargaining accounts for **71.3 %** of the variance in the Trade unions plays a fortifying/ supporting role while dealing with Management.

The Durbin-Watson $d = 1.563$, which is between the two critical values of $1.5 < d < 2.5$. Consequently, we can surmise that there is no first order linear auto-correlation in our multiple linear regression data.

ANOVA test is carried out to determine the significant distinctions between the means of three or more independent variables.

Table No: 2.3 ANOVA^a (Indicating Significant Relationship between variables)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.236	4	5.309	17.772	p = .000^b
1 Residual	6.871	23	0.299		
Total	28.107	27			

➤ a. Dependent Variables: Are Trade unions playing a fortifying/ supporting role while dealing with Management?

➤ b. Predictors: (Constant), Resolving Conflicts & Disputes, Labor Legislation, Workers Participation in Management, Collective Bargaining

The ANOVA table (test using $\alpha = .05$); the overall regression model is significant.

$$F(4, 23) = 17.772, p=0.000 < .001, R^2 = .756.$$

On this ANOVA table, the results reflect statistically significant p-value, i.e. $p = 0.000$ ($p < 0.05$). Because of this, we can conclude that the distinctions between condition Means are not likely due to transmute and are probably due to the independent variable manipulation. Ultimately, we can reject H_0 because we observed p-value is less than $\alpha = 0.05$ at 95% confidence level.

Table No: 2.4 Coefficients^a

Model		Unstandardized Coefficients		Standardize	t	Sig.
		B	Std. Error	d Coefficients Beta		
1	Constant	$b_0 = -1.722$	1.127	-1.528	.140	.140
	CB	$b_1 = .459$.147	3.117	.005	.005
	WPM	$b_2 = .385$.123	3.122	.005	.005
	Labor Legislation	$b_3 = .262$.119	2.197	.038	.038
	Resolving Conflicts & Disputes	$b_4 = .281$.127	2.215	.037	.037

➤ Dependent Variables: Are Trade unions playing a supporting role while dealing with Management?

Multiple Regression Analysis Equation

$$Y_i = -1.722 + .459 X_1 + .385 X_2 + .262 X_3 + .281 X_4$$

Intercept
↑

CB
↑

WPM
↑

LL
↑

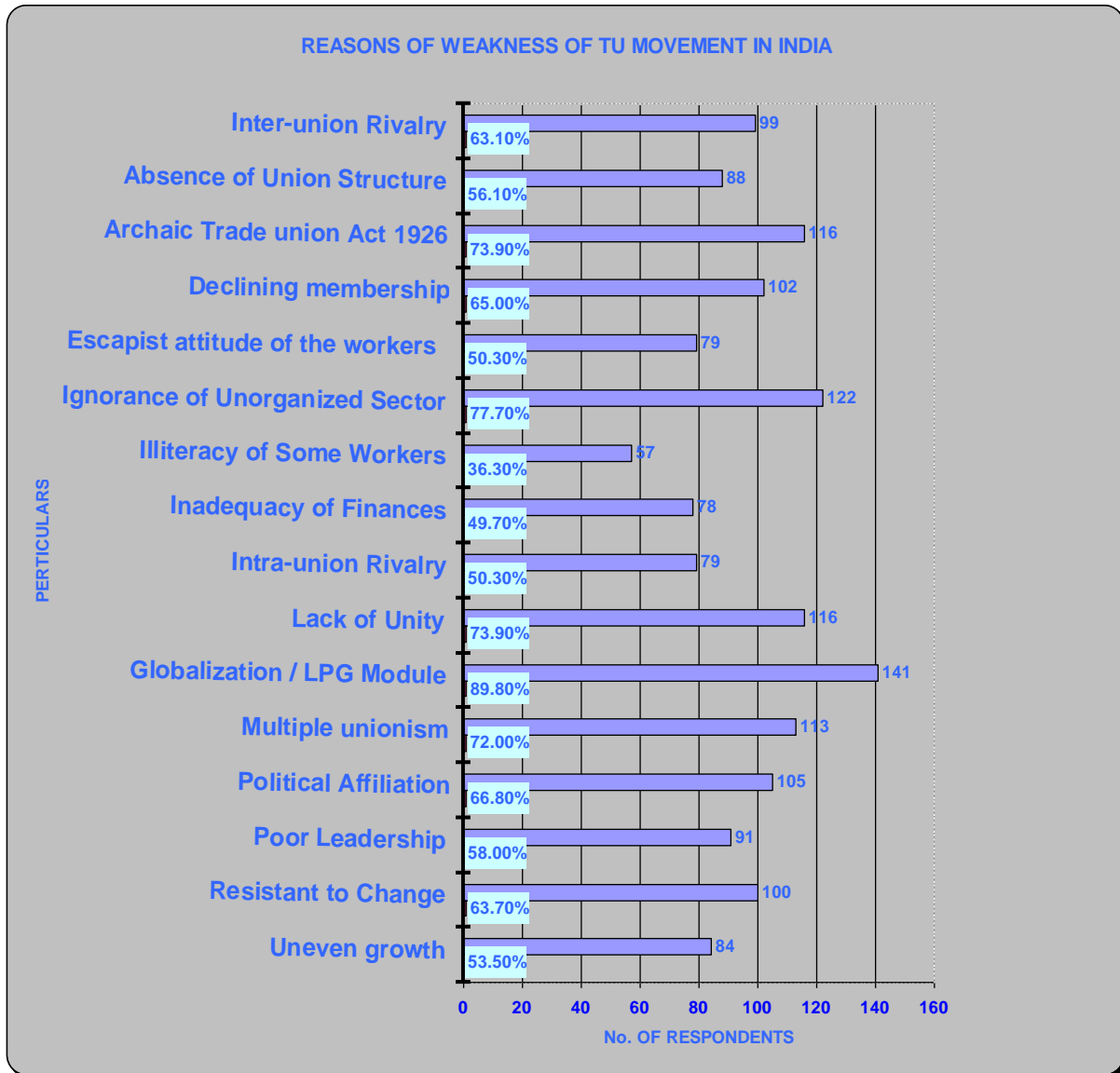
Resolving
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Findings: It is pellucid that the main reason that adversely affect on the trade unions movement is **Globalization (89.8%)**. For trade unions, this is a challengeable scenario and it is intriguing to visually perceive how trade unions face and forfend their position in this era of Globalization. The next one is nescience of the unorganized sector. Our Economy has characterized by the subsistence of a cosmic majority of unorganized labor employment and more than 90% of the total workforce has been engaged in it. However, the unorganized sector in our country undergoes from a low productivity syndrome, weigh against with the organized sector due to lower wages, seasonality of employment and poor working conditions. Trade unions have a titanic scope in this sector, but they yet not to capitalize the opportunities. In other reasons

Archaic Trade union Act 1926 and **lack of unity**. Both have the same 73.9% wattage while adversely affecting the trade union performance. However, the government tries to amend some clauses of the Trade union Act, 1926 in Sept. 2001, but it remains unfashionable at the subsisting time.

It requires superseding with an incipient one because it is too old and now proximately obsolete. On the other hand, the lack of unity has also played a consequential role in order to invigorate the trade unions in our country. The **multiplicity of trade unions** (72%) in the same field is the most sizably voluminous reason abaft the lack of unity, which is scrapped the workforce in different stratum. These multiple trade unionism has seen primarily owing to the political outsiders wanting to establish their unions with their egocentricity of increasing their political mileage. Such type of fragmentation is one of the reasons abaft the diminutive size of trade unions. **Political affiliation** (66.8%) of the trade unions is the main reason at the back of **multiplicity** (existence of parallel and competing unions in the same organization) and **Inter union rivalry** (63.1%). Political party affiliations entail two things: one, party intrigues often trump labor interests; two, disunity/ disarray between the differently affiliated trade unions and it persuade to trade union rivalry all along the political lines, which is not apprehensive with the interests of its members. Both politicalization and multiplicity of trade unions are posing threat to industrial harmony and tranquility. Multiplicity of trade unions may additionally be due to the archaic Trade Union Act-1926, sanctioning any seven persons composing a union, unions are not abiding with the compulsion of registration or due to unscrupulous workers persuading and forming a rival trade union.

Figure-4: Reasons of Weakness of Trade Union Movement in India



Political parties with different philosophies, ideologies or purposes works towards trade union intents, which is inauspicious in the direction of their member's interest. The process of Liberalization, Privatization, & Globalization increased/ incremented international competition and concurrently, it has associated with workplace (rapid technological progress) reforms and labor law reforms. Trade unions eluding from challenge of change henceforth they always *resist to change* (63.7%).

Reasons for declining membership of Trade unions: The following reasons are answerable to the declining membership of trade unions:

- ❖ Trade unions have a negative public image (pro-government, pro-management, or against national interests) as they are inept and even corrupt & self-centered and even sometimes pro-government and pro-management.
- ❖ Their political affiliation has withal decelerated the workers to join as a member, because they are not aligning themselves with the particular political ideology.
- ❖ Some times trade unions are working like an agent of state or management.
- ❖ Trade unions are not having internal democracy; hence, a common worker cannot visually perceive his / her future as a trade union leader.
- ❖ Economic globalization has resulted in large-scale layoffs / retrenchment, wage and benefit diminution and the trade unions cannot forfend their members.
- ❖ Incompetent leadership is withal one of the reasons for declining membership of trade unions.
- ❖ Some trade union leaders are self-absorbed and with the affairs to the political leaders and top management personal, they just solve their own wellbeing and not the workers community holistically. An often trade union leader has taken undue advantages for their position.
- ❖ Now a day new recruitment in government establishments are fallen rapidly, hence the public sector is facing acute shortage of workforce and the management mainly authentically on hiring causal workers, part-time workers who are not join trade union. Meantime the trade unions additionally not regale the intrigues of such workers.
- ❖ It has often seen that during the general body elections trade union leaders done alliance/ coalition with other unions to ascendant the majority of voice.

The Good, the Bad and the Ugly

The trade unions have three faces the good, the bad and the ugly. When a trade union plays a constructive role for the wellbeing of employees and establishes a cordial Labor-management relations and simultaneously working in industry and the nation than it is to be verbally expressed as *good*. In such a situation, trade unions engage in the following activities:

1. Welfare activities of employees and the community as a whole
2. Create a sense of belongingness among the workforces

3. Move forward in the direction to enhance productivity, quality, safety and health awareness among the workers
4. Participating in the social welfare measure for immediate local community, as taking part in the corporate social responsibilities {Like plantation, environmental effects, plantation drives, medical camps (blood donation, eyes checkup), human rights, developing relationship with customers, health & safety, industrial training, water conservation programs, engenderment of vigilance of Avails, social welfare programs, women empowerment, village adaptation, Swachh Bharat Abhiyan, working conditions and contribution to economic development}.
5. They conduct seminars, workshops for engendering a general cognizance the employees towards their duties, responsibilities, rights as a worker and about different labor laws (like the Trade union Act-1926, Factories Act-1948, and Industrial Dispute Act-1947, etc.) enacted for smooth functioning of the industry holistically.
6. Working as successful change agents as it apperceives the opportunity of change identifies the best approach and makes that changes transpire.
7. Leadership sets an example how to lead from the front, especially during the rightsizing, downsizing and rescission period.
8. Trade unions must be spending a component of their mazuma in providing insurance and other welfare benefits (like Workers' education, vocational training, and leisure activities) to their members, promoting goodwill among them and maintaining solidarity within the organization.
9. Sometimes trade union members donate one day's wages for some noble causes like victims of war, earthquake, tsunami, etc.
10. Trade unions work for national integrity, tranquility and harmony among the different strata of society.

On other hand sometimes, from the industrial perspective, the trade unions act negatively or their activities engender a negative impact on society and it is to be described as *bad*. In such a situation, trade unions are engaged in the following activities:

1. Union affiliation with some political parties and they act as an agent of political leaders.
2. Spent the general fund of union for reinforcing a political party.

3. Sometimes workers have joined and conduct the union activities predicated on social strata (SC/ST/OBC) or regionalism. It is very hazardous for entire trade union movement. Generally, the *Bahujan Samaj Party* influences these employees.

4. The leg pulling of other trade union leaders those is working well for employees.

5. Play a negative role due to multiplicity of trade unions and inter-union rivalry on political lines.

6. Unnecessary regales the outsiders as trade union office-bearers.

7. Unnecessary oppose the change in work norms/ technology/ modernization.

8. Not maintaining the internal democracy within the functioning of the trade union.

9. Presently, any seven persons can compose a union and claim to represent the workers. This has resulted in a mushroom magnification of unions in every organization.

10. Under the Trade union Act-1926 the registration of union is not obligatory but is just only deliberately and owing to this some trade unions will engaged in doing erroneous, fraud, misuse and deception practiced by some of the corrupt/ mendacious office bearers of these unions.

Infrequently, trade unions are engaged themselves in activities as they seem as an *ugly*, when they involved in the followings.

1. While fortifying and forfending the defaulter members.

2. Trade union leaders taking undue advantage of their position for self- fascinates.

3. Unnecessary call the strike due to political revenge and obstruct the public life.

4. Creating a rumor among the workers for reprehending the Govt. as working with an anti-labor mindset.

5. Conflicting Govt. policies and management move just for an antagonism on political lines.

6. Personal attack on other trade union leaders while campaigning for general body election.

7. Misguiding the workforce for personal gains.

8. Unions can be adamant in their dealings and demands can put undue pressure on employers/ Govt. to pay irrational wages and other benefits for all workers may call for a strike and cause a major disruption of utilities / services and eventually financial loss. All these would result in lockouts/ strikes/ losses in production and generally hampered the business productivity.

9. Sometimes trade unions may discriminate their members predicated on caste, religion and sex.

Principle of “One Organization One Trade Union”:

If workers of any organization will operate through the medium of a single, trade union than it helps not only for workers but additionally for employers likewise. By adopting this philosophy trade union are able to surmount their impotencies like, multiplicity, inter-union rivalry, low membership, fund crises, dispensable political encroachment, incompetent/ dispensable outsider leadership, etc.

However, such a trade union would be in the position to bargain efficaciously with the employers for betterment of the employees. This will help to engender internal democratic system in the functioning of the trade union. In this situation, there is no desideratum for general body election, but they just nominated with the majority. However, the elections for the various posts of office bearers may be elected buttoned up through the secret ballot paper for a certain period. This will help to maintain the internal democracy in the trade union and simultaneously a common member of the union may have equal probability to elect as an office bearer.

“One organization one trade union” will be accessible to the employers association also. In such a state, they deal with a vigorous and apperceived trade union for collective barging/ negotiation and all other union related matters. A firm and reliable trade union in each industrial organization is indispensable for cordial labor-management relations. By this way trade union will be playing more constructive role for comprehensive development of the organization in terms of productivity, quality & safety and ultimately engenderment of the prosperous nation. However, this is not the only panacea for all trade union evils. Whatever the perspective, the general edification one may draw from this is that the solidarity among the workforces under one umbrella has been the predominant prerequisite for trade unions for coping successfully in this globalized world.

Suggestions:

Insofar as workers prospective are concerned, they needed both a strong trade union and a dynamic management lobby for smooth functioning of the labor-management relations in a public-sector enterprise. Management acts as a director (*Nirdeshak*), while workers as a producer (*Nirmaata*). At a glance, without an adequately strong trade union, workers cannot

express their desires and views antecedent to the management while sitting across the table. A trade union directs the management team to move on in the direction of coexistence and synchronicity with the workforce for the advancement of the industry in the same way for the overall development of Indian economy. Hence, a tolerably vigorous trade union is a prerequisite for ascertaining a cordial labor-management relation system in an organization.

Conclusion:

Globalization is inescapable because it is the today's reality. As the saying goes if someone is too strong for you to defeat, it is better to be on the same side as them. Trade unions will have to make their way of shifting the pessimistic expedition of globalization into opportunities and this will be accomplished by staring out from their "comfort zone" and contribute constructively in a belligerent way for considering working class holistically, not only at the workplace but join the gregarious network and welfare of the convivial order additionally for building the nation.

After adopting the LPG model the labor-management relations scenario of our country has been transmuted ad infinitum. The Government's pro-employer industrial policy and labor law reforms is more often than not fortifying to the industrialists and the interests of investors given right of way. At present, the Government's activities to magnetize the FDI are restraining the rights of the trade unions and the same has reflected in the proposed labor law reforms.

In this vibrant and ready for action environment, there is no exceptional strategy, which can accept better for an organization all the way through its life cycle. All actors of industrial relations including trade unions have to include changes that are widespread in natural world.

Now trade unions must have to adjust and modify their strategies, re-structure their program and re-delineate their role and responsibility as a consequential constituent of the labor-management relation system. By increasing adeptness of the workers, crafting ready for action spirit in the midst of the workers and meantime working as a nation building institution than certainly there would be a superior upcoming for the trade unions. Trade unions must have to work for intensification the economic status of the organization under which they survive on utmost priority. They must leave their political ideology and diversity of opinion and function as a strategic business associate in the organization, their shifting role in the transmuting globalized scenario of industrial relations management system is indispensable for their effulgent future in India.

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