

TRADE UNIONISM
(WITH REFERENCE TO VISAKHAPATNAM STEEL PLANT)

B. Ravi Kumar

Assistant Professor , Sree Vidyanikethan Engineering College
A.Rangampet , Tirupati , Chittoor District Andhra Pradesh , India.

Abstract:

The purpose of this manuscript is an attempt to depict the trade unionism in Visakhapatnam Steel Plant. The various tools employed by the Trade Unions in pursuit of achievement of their objectives become the central focus of the document. Apart from this role of trade unions in the changing business scenario and trade union movement in Visakhapatnam Steel Plant (VSP), elections and meetings were also highlighted.

KEYWORDS:

Check off System, Elections and Meetings, Rules of Elections, Steel Plant,Trade unions, Visakhapatnam.

INTRODUCTION

Trade union is a requirement and by product of the Industrial Revolution. For good Industrial Relations, it must be remembered that trade unions play a vital role in providing a proper work atmosphere and congenial Industrial Relations scenario. With a view to self-protection and self-help, labour has organized itself under Employee Associations and Unions. The conflict between capital and labour in Europe and America resulted in the origin of the Trade Union Movement.

REGISTRATION OF TRADE UNIONS:

Any seven or more members of a trade union can, by subscribing their names to the rules of the trade union and otherwise complying with the provisions of this Act, apply for registration under the Act. The application has to be made to the Registration of Trade Unions appointed by the appropriate Government for the State (sec3&4). This application must be accompanied by a copy of the Rules of the Trade Union and a statement containing prescribed particulars.

The name under which the trade union seeks registration must not be similar to that of any existing union (S.7). On registration, the Registrar issues o certificate of registration in the prescribed form. This is conclusive evidence that the said Trade Union has been duly registered.

Trade union is a necessity and by product of the Industrial Revolution. For good Industrial Relations, it must be remembered that trade unions play a vital role in providing a proper work atmosphere and congenial Industrial Relations scenario. With a view to self-protection and self-help, labour has organized itself under Employee Associations and Unions. The conflict between capital and labour in Europe and America resulted in the origin of the Trade Union Movement.

The following are various tools employed by the Trade Unions. They may use one of the too, or combination of some of them in pursuit of achievement of their objectives.

Financial Support
Collective Bargaining

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Legal Approach
Direct Action

ROLE OF TRADE UNIONS IN THE CHANGING BUSINESS SCENARIO

Many events in India and abroad are making significant effects on the trade union movement in India. Firstly, the collapse of the socialist economies in Russia and Eastern Europe has revealed glaring economic disparities between the East and the West and also resulted in a uni-polar world.

Secondly, while these changes are making significant socio-economic and political impact on the world economy, rationalization and protectionism are also on the increase. The unification of Europe and the formation of NAFTA are examples.

Thirdly, the development of satellite communication and the explosion in information technology has resulted in customer needs across the world getting more and more homogenized and this has perhaps lead to the creation of “The Global Shopping Centre”.

Fourthly, the emergence of the so called Asian Tigers in the 1980's as major players in global trade challenges the classical international trade theory-the convention which believes that the basis of international trade is the endowment of the resources of nations. The Asian Tigers are not endowed with any of the traditional productive or natural resources. What made them major players in the world market was their conscious effort to create a competitive advantage for themselves.

Lastly, the liberalization policies of opening up of the Indian economy to the global competition have also affected trade unions.

OBJECTIVES OF THE STUDY

To portray about the trade union movement in Visakhapatnam Steel Plant
To know about the procedure adopted by the management of VSP regarding elections and meetings

RESEARCH METHODOLOGY

DATA COLLECTION METHODS:The present case study has been conducted in VSP by taking 604 employees as sample size. The information has been gathered by using two methods i.e., primary and secondary data.

DATA COLLECTION TOOLS: The prerequisite tool used for collecting the raw data from the employees of VSP is a well structure questionnaire. All most all the employees are very busy with their works during working hours. So, the researcher has been used simple random sampling method for collecting the information from the executive and non-executive employees of VSP by covering all the departments of the company.

HYPOTHESES:

Null Hypothesis (H0): The trade union movement in VSP is neutral
Alternate Hypothesis (H1): The trade union movement in VSP is not so fair.

SCOPE OF THE STUDY

This paper analyzes only the opinions of the respondent employees of VSP regarding trade unionism that exists in the plant.

This research paper is an attempt to know the awareness of the trade unions and is functions among the employees of VSP.

LIMITATIONS OF THE STUDY

Information gathered from the workforce are based on their individual perceptions and may not be applicable to the entire universe.
The facts composed from the questionnaire is restricted and it is curbed only to VSP.

TRADE UNION MOVEMENT IN VISAKHAPATNAM STEEL PLANT

Visakhapatnam Steel Plant has a unique history of Trade Union Movement. Trade Union Movement in Visakhapatnam Steel Plant started in Visakhapatnam during 1979 with registering of 1st Trade Union by name “Visakha Steel Employees Union”. However some of the senior employees who joined from other steel plants had educated the modalities of Trade Union Movement and thereby could achieve in establishing Trade Union Movement in Visakhapatnam Steel Plant. During 1981, the main activities were Site Leveling, Evacuation of villages etc., and whereby nearly 25 to 30 thousand workers worked daily in the shape of Labour Contract, continuously around the clock. This has led to the influence some of the petty Trade Unions to enter into the contract labour issues of Visakhapatnam Steel Plant. Due to continuous activities around the clock, the scope to implement the policies as laid down under different acts was very little. The trade unions, which were established for the purpose of Visakhapatnam Steel Plant regular employees, did not indulge in contract labour activities. Visakhapatnam Steel Plant being a new organization, initially it faced difficulties and confusion as executives at different levels joined from different steel plants brought there their own culture and work practices.

Visakhapatnam Steel Plant Management did not show interest to discuss and negotiate with the Trade Unions on any matter. This has also led to run regular confrontation at work spots. In the absence of clear-cut policies in matters like welfare, wages, promotion, allowances etc., the trade union representatives also faced immense difficulties.

After a year to this Visakhapatnam Steel Plant recruited a large percentage of displaced persons, these new recruits challenged the leadership of unions stating that they can lead the Trade Unions not only for the benefit of the displaced persons but also the welfare of the other employees. And in this way they captured the unions which was then affiliated to INTUC, they registered it as Visakha Steel Mazdoor Sangh, the 2nd Union; by 1983 both AITUC and CITU established their unions, which were influenced by the communist but in the initial period these communist unions would not get the support of the employees. Later on the unions that had originated in Visakhapatnam Steel Plant counts to 20 in Visakhapatnam Steel Plant and 4 at Mines of Visakhapatnam Steel Plant. The names and the year of registration are given below:

In the advent of multiplicity of trade unions the respondents view on one union for one unit (organization) is elicited.

1.MEMBERSHIP:

Effective functioning of a union in solving the grievances of its members and the bargaining strength of on union Longley depends on the size of union in terms of its membership and active involvement of the works in Union activities. Membership in the union sometimes is regarded as a form of insurance, rather than of participation. Since the members, as a rule, seem to expect the union to be primarily a mutual benefit or friendly society, capable of solving is immediate personnel problems and offering him protection and assistance in return for his vote and his dues.

Among 604 respondents only 24 respondents were non-members to any union. VSP is an organized sector and the employees are having liberty to join in any unions to protect their rights and interests. This made majority of respondents to join in any union.

An attempt is made here to find out the reasons for not-having union membership among the respondents. Lack of interest among employees to become member of the union due to unawareness of benefits (14) and less faith in getting benefits from union (17) are deserved to be the most primary reasons for not taking the union membership. Besides afraid of union politics (39) and fear of victimization by the employees (35) are also observed to be the individual factors for non membership in the union.

Keeping in view the reasons expressed by the employees for their disinterest to have union membership, researcher also enquired about the motivating factors of employees to join as members of union. The data furnished in the below table revealed that 88.68 per cent of respondents are observed to be expecting more economic benefits from employers and followed by 74.80 for to prevent injustice from the employer. And 47.63 per cent respondents expressed good social recognition for being member of a union.

In this regard it is interesting to know the perception of union member's about the benefits of being a member of union. It is to be noted that whenever an organizing attempt is able to field some gain. It generates confidence, spirit and desire to do more. As a result of unionism, the employees have got the strength to speak and to walk. This has been rightly observed in the case of the respondents, as most of them (90.50 per cent) got better working conditions, followed by increase in wage rates (83.65 per cent) and job security (96.75 per cent) after becoming members of a trade union.

In the process of research, even researcher was taken opinions of the respondents regarding to single union in the organization, as per that the following were the opinions given by the respondents, which

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are presented in the table No:8

From the above table it is evident that 65 per cent of the respondents opinioned that they should have only one union in the organization to protect their interest in order to have more united strength and force that may lead to resolve their problems in the organization and also they felt that having multiple unions in the organization their interest cannot be protected and objective will be deviated, 35 per cent of the respondents in the organization felt that they should have different trade unions for different cadres of employees, which serves specific purposes in the organization.

From the above information it is evident that 100% of the respondents felt that their unions are to be recognized by the management and also to be associated to political parties to strengthen their voice with the management and also to put forward their strong opinion and demands before the management to fulfill their requirement.

As in the process of research, even employees were asked about their participation as leaders in the union activities. As per that 54% of the respondents are interested to take part as a union leader in their respective unions but 46% opined that they are not interested to take up any responsibility in the union activities as they are interested only to be as members in the organization.

The above table reveals that only 8% of the respondents are associated with the union for less than one year, and 19% are associated between 1-3 years, where as 26% of the respondents said that they are associated with the union for 3-5 years, and the remaining 47% are associated with the union for more than 5 years. Hence it can be concluded that the members who are joined in the unions are showing patronizing to their respective unions. This shows their belongingness towards their unions. It is a positive sign for strengthening the unions.

From the above data it is clear that all the unions that are existed in VSP are recognized by their management and also some of them are affiliated to national and state level political parties. This allows all political to vest their interest on the organization welfare.

From the above analysis it is clear that 59% of the respondents said that they are attending the union meetings frequently, where as 41% opined that they are not attending the union meetings frequently. Attending to union meeting by the employee members is a must activity because it allows them to know various developments that are undertaken by the management can be understood, this will create awareness to all the employees regarding to the progress and problems of the organization. This will help every employee to act independently.

The above table represents that 76% of the respondents are participating in voting; where as 24% of the respondents are not participating. From the analysis it can be understood that some of the respondents are giving priority in electing their union leaders this negligence will allow to place a wrong person as a leader for their union. This will curb the voice of the union in resolving the problems of the employees.

The above data reveals that only 17% of the respondents are participating in dharna's and strikes and the remaining respondents are not interested to participate. Strike is a weapon in the hands of every employee to resolve their problems in the organization. If it is not properly exercised, existing problems in the organization will continue further by adding some more problems. It will never been solved, hence every employee can take part in the agitation to solve their problems.

From the above information we can say that most of the respondents i.e. 63% are approaching their unions for redressal of their grievances. Hence it can be understood that majority of the respondents are preferred/chosen union as their torch bearer to solve individual problems in the organization. Hence it can be advised to all respondents to opt union to pacify the issue in the organization. This will help them to avoid time money and energy.

From the table it can analyzed that only 11% of the respondents said that their unions are achieving its members expectations to a greater extent, 39% opined that it is only some extent, whereas 50% said that the unions are not in a position in achieving its members expectations. There are many unions in the organization i.e., 20 approx. all the union would not be having capacity to resolve every issue with the management. Hence it can be said that the unions which has more members and strong political affiliations would have more power to influence the management to solve their problems.

2. ELECTIONS AND MEETINGS

According to Code of Discipline in our State every Industry is obliged to recognize one Union as representative of employees. First union elections were conducted during 1985, in which INTUC got the majority. In the second elections AITUC won the election. However, in 1993 Visakha Steel Employees Congress an independent union was elected as the employee representative. In due course, other unions like CITU and Visakha Steel Workers Union have also been elected as representatives. The details of the year of elections, unions elected are also enclosed in Table.No.4.3 and Table.No.4 showing the polling

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details of recent elections which was held at 21.06.2003.

In Visakhapatnam Steel Plant, Eight Elections have taken place including the recent elections that took place on 21st June 2003, which was won by INTUC. Here union elections were held for every 2 years, in which AITUC got recognition for 3 times, CITU and INTUC jointly sharing the second with 2 times.

Central Employee Relations Department a division of Personnel Department in Visakhapatnam Steel Plant in coordination with the State Labour Department organizes the election by making all arrangements like preparation of voters list, printing of Ballot papers, stationary etc., they also look after for the security with the help of local Police Force along with Central Industrial Security Force and suitable arrangements like accommodation, transport and so on for the labour department officials and the election coordinating staff who look after the organization of election procedure.

RULES OF ELECTIONS COMMUNICATED TO THE CONTESTING UNIONS:

- 1.A voter will be allowed to cast his vote only at the place where his name appears in the Voters list.
- 2.Canvassing within the polling station and within a radius of 100 meters and within 24 hours of the commencement of Polling is prohibited.
- 3.Each contesting union can appoint one Polling Agent and one Relief Agent at each polling station. The Agent must be a worker / employee of the establishment, member of the Union and himself a voter.
- 4.Each contesting union can appoint Two Counting Agents one hour before commencement of counting who must be the employees / workers of the establishment, members of the Union and themselves voters.
- 5.The Union should furnish in writing the names of the Agents to the concerned Asst. Returning Officer at least One hour before commencement of the secret ballot election.
- 6.The Polling Agents of the Unions should reach the Polling Station at least thirty minutes before the commencement of the poll and sign on the slip to be inserted in the ballot box before the Presiding Officer seals it. The sealing of the ballot box and the poll will not be stopped for non-attendance of the polling agents. The poll will start at the time fixed without waiting for the polling agents. The polling agents who attended the booth shall not leave the booth at least two hours of commencement of the poll.
- 7.Only one Polling Agent for each contesting union will be allowed inside the Polling Station at any given time and their names should be given in advance.
- 8.The Voters waiting at the time of completion of the poll within the area of the polling booth will be permitted to vote.
- 9.The voters who attend after the time fixed will not be allowed to vote.
- 10.On the date of verification, those workers who are under suspension and whose names included in the voters list will have the right to vote. The retired, retrenched and dismissed workers should not be allowed to vote.
- 11.If any employee visiting (Plant Blair) already avails postal ballot and again comes to polling booth on 1.3.08 to cast his vote, it will be viewed seriously and action will be taken against such offender.
- 12.All the voters should bring their Photo Identity Card to the booth and show it to Presiding Officer. Those who are not issued identity cards already by the Management; they may obtain the same from the management before the election. No voter will be allowed inside the booth without Identity Card.
- 13.All the unions are requested not to canvass inside the premises of the factory and not to resort to arguments while canvassing and avoid personal criticism.
- 14.The election will be held on 1.3.2008 between 5.00 AM to 4.00 PM and the counting follows immediately.
- 15.Cell phones should not be used in the polling booths and totally prohibited in the counting area.
16. Law & Order must be maintained throughout and no disturbance may be caused by any group/union.
- 17.Wall writings, pasting of posters & banners are prohibited inside the factory premises.
- 18.No assault on employees/officers, such as threats, intimidation, manhandling, etc. is allowed within or outside the plant in connection with Union elections. Law and order must be maintained throughout and no disturbances may be caused by any group/union.
- 19.No work stoppages, go-slow, strike, lockout, lay off, retrenchment of workers during the election period is allowed.
- 20.Complaints on election process shall be made to the Returning Officer in writing who will address such complaints appropriately.
- 21.Necessary instructions will be issued by the Returning Officer from time to time.

2. CHECK OFF SYSTEM:

As per the direction of the Central Government the Visakhapatnam Steel Plant is following check

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off system for Trade Unions. According to that every member in the organization is given right to transfer their membership from one union to another union. Every year each member in the organization is given opportunity to change membership one union to another union according to their will. If any member in a particular union wants to change their membership they can change by giving change of membership to the management. Basing on the request, the management will change their membership from one union to another.

SUMMARY & CONCLUSION:

Visakhapatnam Steel Plant has a unique history of Trade Union Movement. Trade Union Movement in Visakhapatnam Steel Plant started in Visakhapatnam during 1979 with registering of 1st Trade Union by name “Visakha Steel Employees Union”. However some of the senior employees who joined from other steel plants had educated the modalities of Trade Union Movement and thereby could achieve in establishing Trade Union Movement in Visakhapatnam Steel Plant. During 1981, the main activities were Site Leveling, Evacuation of villages etc., and whereby nearly 25 to 30 thousand workers worked daily in the shape of Labour Contract, continuously around the clock. This has led to the influence some of the petty Trade Unions to enter into the contract labour issues of Visakhapatnam Steel Plant. Due to continuous activities around the clock, the scope to implement the policies as laid down under different acts was very little. The trade unions, which were established for the purpose of Visakhapatnam Steel Plant regular employees, did not indulge in contract labour activities. Visakhapatnam Steel Plant being a new organization, initially it faced difficulties and confusion as executives at different levels joined from different steel plants brought there their own culture and work practices.

- 1.Among 604 respondents only 24 respondents were non-members to any union. As VSP its organized sector the employees are at liberty to join in any unions to protect their rights and interests. This made majority of respondents to join in any union.
- 2.The data furnish that 88.68 per cent of respondents are observed to be expecting more economic benefits from employers and followed by 74.80 for to prevent injustice from the employer. And 47.63 per cent respondents expressed good social recognition for being member of a union.
- 3.In this regard it is interesting to know the perception of union member's about the benefits of being a member of union. It is to be noted that whenever an organizing attempt is able to field some gain. It generates confidence, spirit and desire to do more. As a result of unionism, the employees have got the strength to speak and to walk.

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TABLE: 1 LIST OF TRADE UNIONS IN VISAKHAPATNAM STEEL PLANT

S .No.	NAME OF THE UNION
1.	VISAKHA STEEL EMPLOYEES CONGRESS (INTUC) - Congress
2.	VISAKHA STEEL WORKERS' UNION - CPI
3.	STEEL PLANT EMPLOYEES UNION (CITU) – CPI(M)
4.	VISAKHA STEEL MAZDOOR SANGH
5.	VISAKHA STEEL EMPLOYEES UNION
6.	VISAKHA UKKU SHRAMIKA SANGH (TNTUC) - TDP
7.	VISAKHA STEEL STAFF & WORKERS UNION (AICTU)
8.	VISAKHA STEEL PROGRESSIVE EMPLOYEES UNION
9.	UNION OF STEEL EMPLOYEES
10.	DEMOCRATIC STEEL EMPLOYEES UNION (HMS)
11.	RASHTRIYA ISPAT MAZDOOR SANGH (BMS) - BJP
12.	CONGRESS OF VISAKHA STEEL WORKERS
13.	UNITED STEEL EMPLOYEES UNION (DITU)
14.	VISAKHA STEEL PLANT WORKERS & EMPLOYEES UNION
15.	NATIONAL TRADE UNION OF RE-UNITED STEEL EMPLOYEES
16.	THE GREATER VISAKHAPATNAM UKKU KARMAGARA EMPLOYEES' UNION
17.	STEEL PLANT EMPLOYEES ASSOCIATION (JMS) -
18.	TELUGU NADU STEEL EMPLOYEES COUNCIL (TNTUC) - TDP
19.	ANDHRA NADU VISAKHA STEEL EMPLOYEES UNION
20.	REPUBLIC STEEL EMPLOYEES UNION
21.	VISAKHA STEEL JANASHAKTI MAZDOOR SABHA

TABLE: 2 LIST OF TRADE UNIONS AT MINES OF VSP

S. No.	Name of the Trade Union
	At Jaggayyapeta Lime Stone Mines
1.	VSP Mines Employees Union
2.	VSP Mines Staff & Workers Union (INTUC)
	At Madharam Dolomite Mines
1.	Visakhapatnam Steel Plant Workers Union
2.	Rashtriya Ispat Mines Employees Union (AITUC)

TABLE: 3 LIST OF THE UNIONS ELECTED AT VSP

Year	Name of the Union	Affiliation
1985	Visakha Steel Plant Employees’ Union	INTUC
1988	Visakha Steel Workers’ Union	AITUC
1991	Steel Plant Employees’ Union	CITU
1993	Visakha Steel Employees’ Congress	NONE
1995	Steel Plant Employees’ Union	CITU
1998	Visakha Steel Workers’ Union	AITUC
2001	Visakha Steel Workers’ Union	AITUC
2003	Visakha Steel Employees’ Congress	INTUC
2005	Visakha Steel Employees’ Congress	INTUC
2008	Visakha Steel Workers’ Union	AITUC

TABLE: 4 RESPONDENTS MEMBERSHIP IN THE UNION

Particulars	No. of respondents	Percentage
Member	580	96
Non-member	24	4
Total	604	100

Chart - 1

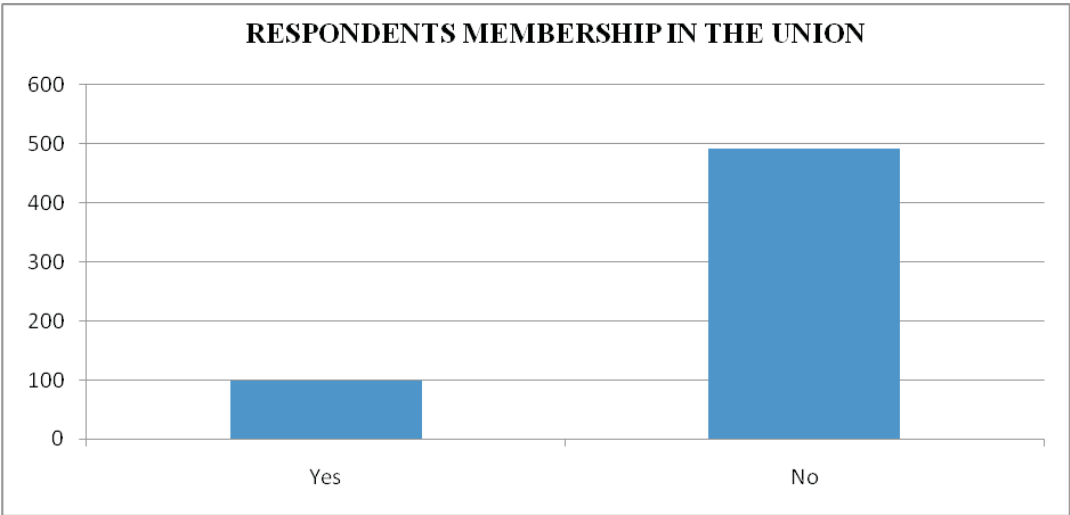


TABLE: 5 RESPONDENTS REASONS FOR NOT HAVING UNION MEMBERSHIP

Particulars	No. of respondents	Percentage
A. Unaware of benefits on being member	3	14
B. No faith in getting benefits	4	17
C. Fear of Victimization by employer afraid	8	35
D. Afraid of Union Politics	9	39
Total	24	100

Chart -2

RESPONDENTS REASONS FOR NOT HAVING UNION MEMBERSHIP

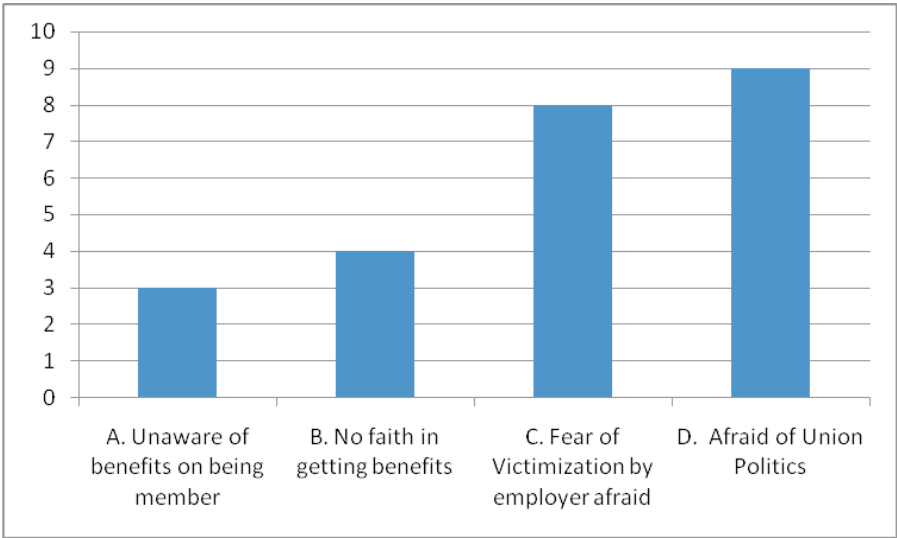


TABLE: 6 MOTIVATING FACTORS TO BECOME UNION MEMBERS

Motivating Factors	No. of respondents	Percentage
A. To get economic benefits from the employer	523	88.68
B. To prevent injustice from the employees	441	74.80
C. To get social recognition status	281	47.63
D. To have interaction with parties	140	23.71

Chart – 3
MOTIVATING FACTORS TO BECOME UNION MEMBERS

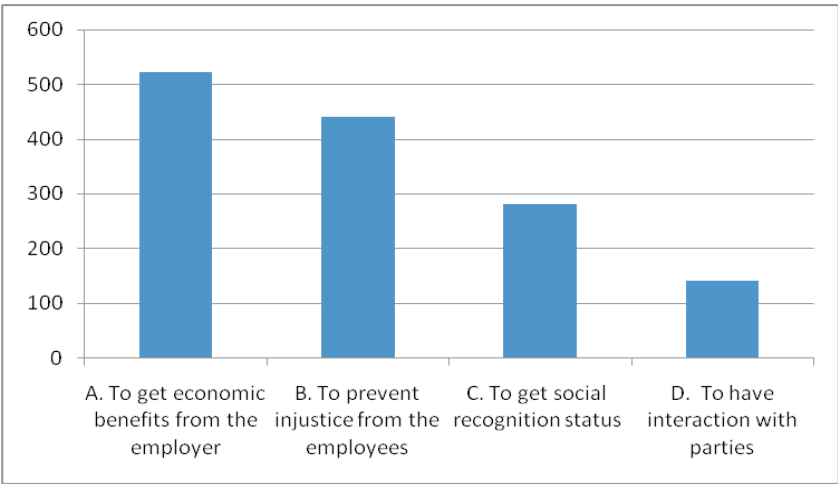


TABLE: 7 MEMBERS PERCEPTION ABOUT THE BENEFITS HAVING UNION MEMBERSHIP

Benefits	No. of respondents	Percentage
A. Better wage rates and benefits	494	83.65
B. Better working conditions	534	90.50
C. Job Security	571	96.75
D. Improved cordial relations between fellow – workers	460	78.00
E. Awareness of employees rights	372	63.00

Chart - 4
MEMBERS PERCEPTION ABOUT THE BENEFITS HAVING UNION MEMBERSHIP

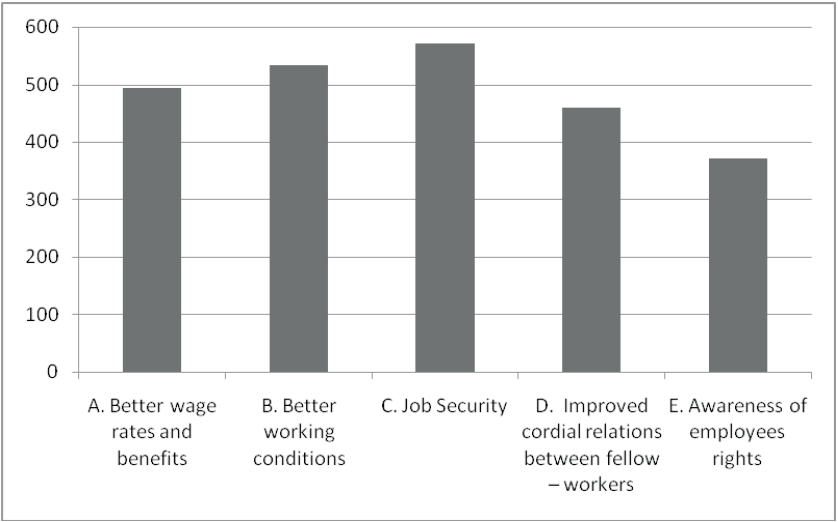


TABLE: 8 NUMBER OF RESPONDENTS ADVOCATED ONE UNION IN ONE ORGANIZATION

S.NO.	Response	No. of Respondents	Percentage
1.	Yes	393	65
2.	No	211	35
	Total	604	100

Chart – 5

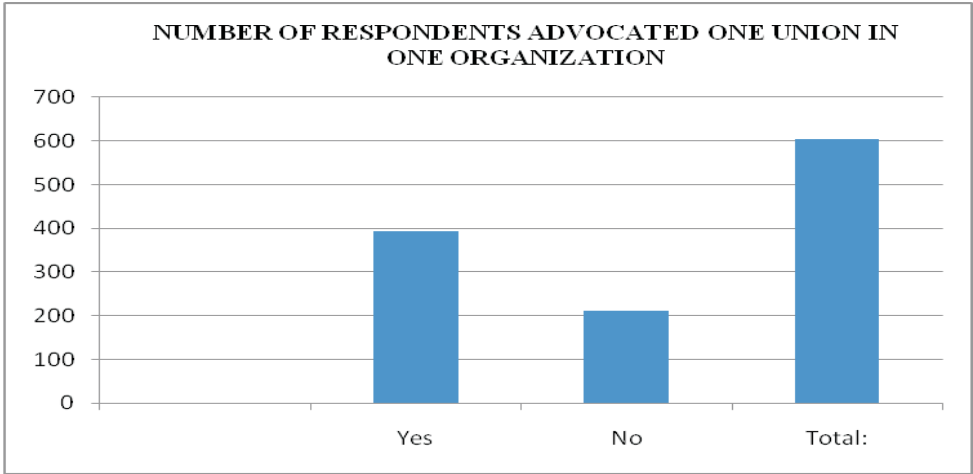


TABLE: 9 OPINIONS OF EMPLOYEES REGARDING THE RECOGNITION OF THEIR UNION BY VSP MANAGEMENT

S. No	Response	No. of Respondents	Percentage
1	Yes	604	100
2	No	NIL	NIL
	Total		100

Chart - 6

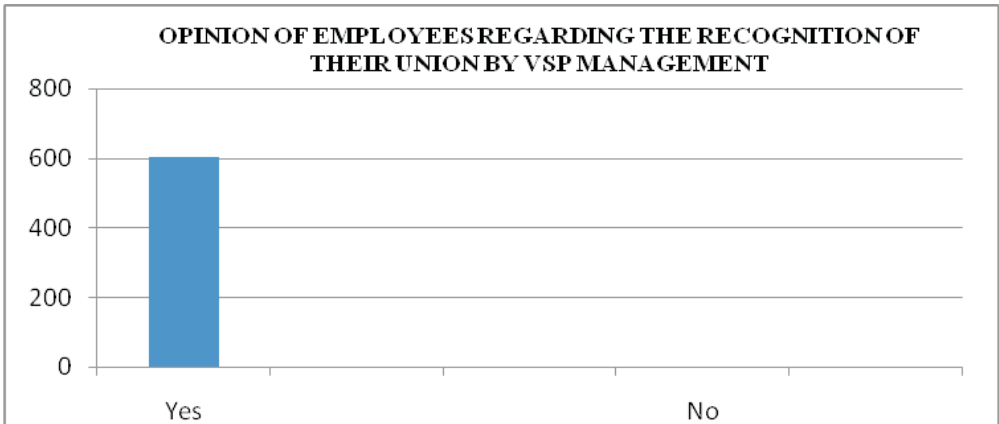


TABLE: 10 OPINIONS OF EMPLOYEES TOWARDS INTEREST TO TAKE UP LEADERSHIP

S. No	Response	No. of Respondents	Percentage
1	Yes	278	46
2	No	326	54
	Total	604	100

Chart – 7

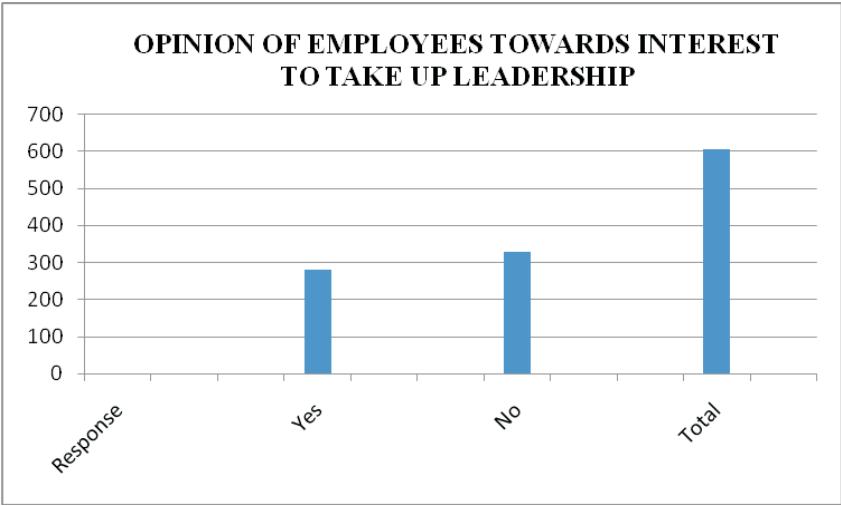


TABLE: 11 OPINIONS OF RESPONDENTS REGARDING LONGER ASSOCIATION WITH THE UNION

S. No	Response	No. of Respondents	Percentage
1	Less than one year	48	8
2	Between 1-3 years	115	19
3	3-5 years	157	26
4	5 and above	284	47
	Total	604	100

Chart – 8

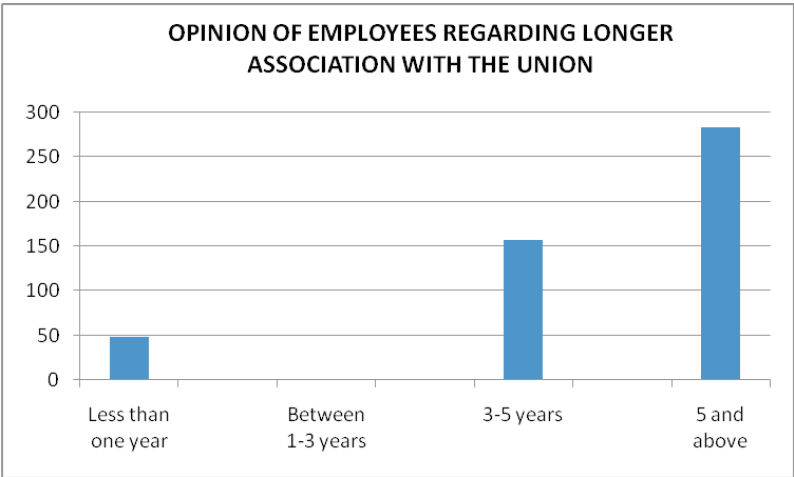


TABLE: 12 RESPONDENTS OPINION REGARDING THE AFFILIATION OF THEIR UNIONS WITH POLITICAL PARTIES AND FEDERATIONS

S. No	Response	No. of Respondents	Percentage
1	Political party	193	32
2	Federation	97	16
3	Organization	314	52
4	None of these	NIL	NIL
	Total	604	100

Chart – 9

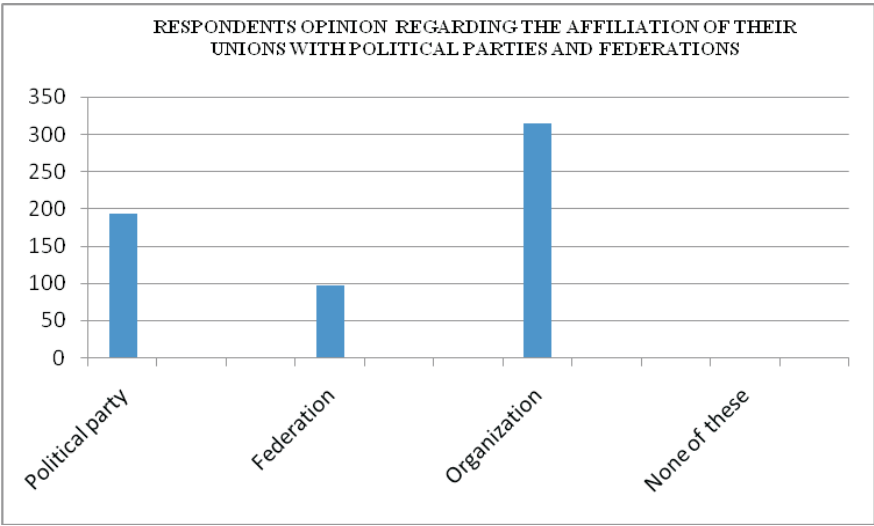


TABLE: 13 RESPONDENTS OPINION TOWARDS ATTENDING UNION MEETINGS FREQUENTLY

S. No	Response	No. of Respondents	Percentage
1	Yes	356	59
2	No	248	41
	Total	604	100

Chart – 10

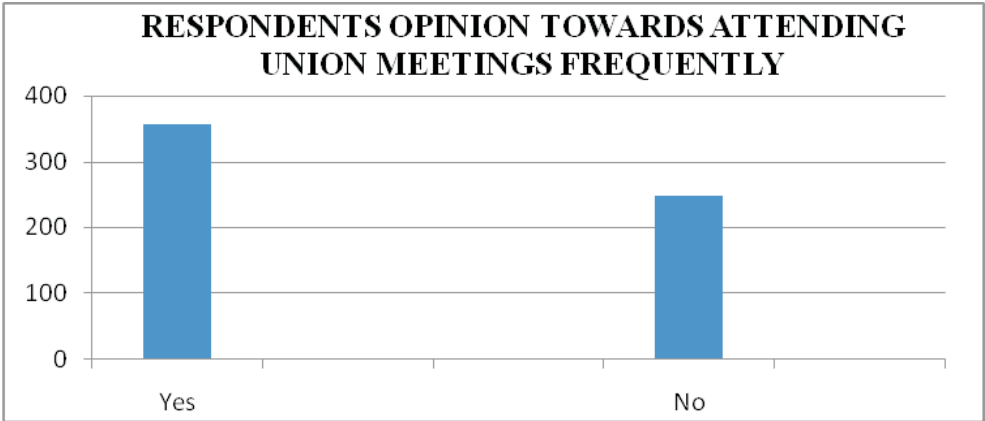


TABLE: 14 RESPONDENTS OPINION REGARDING PARTICIPATION IN VOTING

S. No	Response	No. of Respondents	Percentage
1	Yes	459	76
2	No	145	24
	Total	604	100

Chart – 11

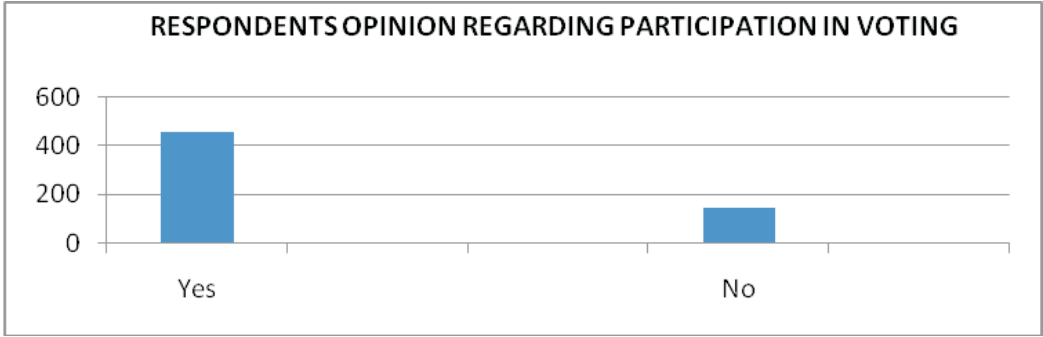


TABLE: 15 RESPONDENTS OPINION TOWARDS THEIR PARTICIPATION IN STRIKES/DHARNAS

S. No	Response	No. of Respondents	Percentage
1	Yes	103	17
2	No	501	83
	Total	604	100

Chart –12

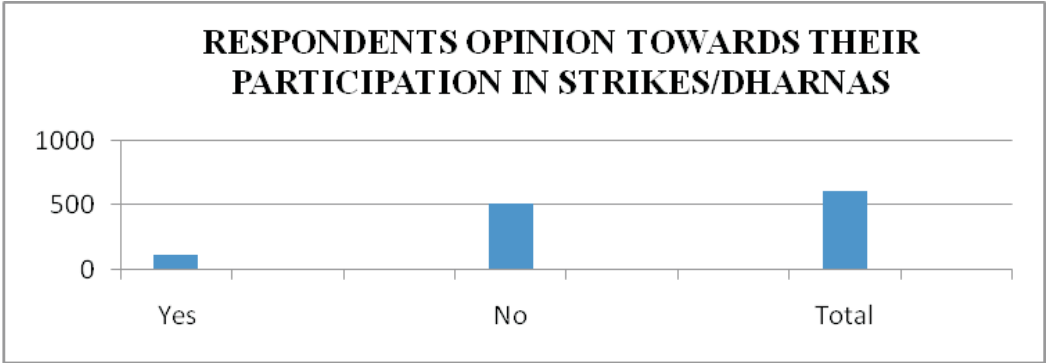


TABLE: 16 OPINIONS OF RESPONDENTS IN APPROACHING THE UNIONS FOR REDRESSAL OF THEIR GRIEVANCES

S. No	Response	No. of Respondents	Percentage
1	Yes	381	63
2	No	223	37
	Total	604	100

Chart – 13
OPINIONS OF RESPONDENTS IN APPROACHING THE UNIONS FOR REDRESSAL OF THEIR GRIEVANCES

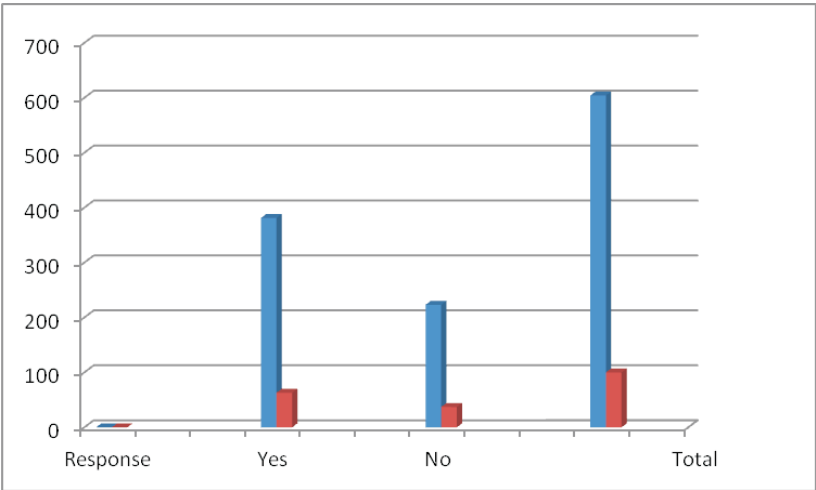


TABLE: 17 RESPONDENTS OPINION TOWARDS THEIR UNIONS IN ACHIEVING ITS MEMBERS EXPECTATIONS

S. No	Response	No. of Respondents	Percentage
1	To a greater extent	66	11
2	To some extent	236	39
3	Not at all	302	50
	Total	604	100

Chart – 14

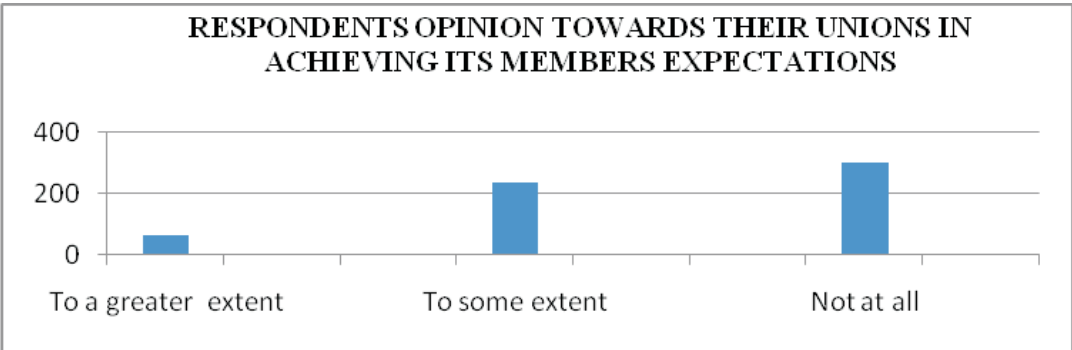


TABLE – 18 WEIGHTED AVERAGE ANALYSIS ON THE RESPONDENTS OPINION
TOWARDS THEIR UNIONS IN ACHIEVING ITS MEMBERS EXPECTATIONS

Attributes	Weights	No. of Respondents	Weightage
To a greater extent	3	66	198
To some extent	2	236	472
Not at all	1	302	302
Total		604	972

Weighted Average =
$$\frac{(3*66) + (2*236) + (1*302)}{604}$$

$$\overline{X} \qquad \qquad \qquad = \qquad 972/604 \quad = 1.609$$