

An Empirical Study of Membership Participation in Trade Union Activities: Evidence from Selected Service Organizations in Sri Lanka

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Abstract

This study examines the membership participation in trade union activities. The empirical results discussed in this paper constitute the outcome of a study in five large-scale service organizations in Sri Lanka. Data on membership participation were gathered mainly through a survey of 500 randomly selected union members of these organizations using a structured questionnaire and an interview. Methods such as Percentage Analysis, Chi-square Test, Fully Saturated Hierarchical Log-Liner Model (HLLM) and the Qualitative Method were used for data analysis. The results indicate a strong need for trade unions for employees. Further the findings show that a collection of personal, job and perceptual factors like: age, sex and the number of dependents, political activism, job experience, and perception about union performance, union leaders and labour-management relations influence membership participation in trade union activities. The study attempts to gain insights and establish implications of practical significance to unions, union leaders and managers, and specially to those in service organizations.

Introduction

Management of human resources is an important and challenging function for every organization. Human resources cannot be utilized like machines because of their dynamic nature, they feel, think and act. Thus, they should be treated differently. According to Marx "labour is in the first place, a process in which man of this own accord starts, regulates, and controls the material re-actions between himself and nature" (1984, p. 173). Labour is no longer an article or commodity of commerce which can be bought and disposed of at the whims and caprices of an employer. However, this is not practised in most of the organizations. As a consequence, the labour class tries to combat these evils by organizing themselves. The end result is the formation of trade unions.

A trade union is a formal, voluntary organization of workers or employees, which aims to secure and improve the well being of members through collective actions. It is an association of workers working on the principles of unity, equality and security for the betterment of its members. A trade union engages in, any activities with the main objective of achieving the improvement of well being of its members. Ideally the activities of a trade union revolve around it. Unions are not only beneficial for the members, but also for the management, the organization and the society as a whole if they work efficiently.

Trade unions in Sri Lanka may be said to have commenced with the formation of the Ceylon Printers Union in 1893, perhaps the first workers' union in Sri Lanka (De Silva, 1978). Today the Sri Lankan labour movement is strong placed and there are a large number of trade unions functioning with a very large membership, the total membership being in the region of 1,500,000. These unions are widely spread in most of the areas of the country. In fact, there are trade unions in almost all the large organizations except in the armed forces and the police. These various trade unions are very powerful today with a large number of members. Even though there is a high union density in Sri Lanka, the salient feature is the lack of understanding and cooperation amongst management, government and trade unions.

Therefore, industrial disputes such as work to rule, go slow, boycott, work refusal, picketing, strikes etc. have become very common. Today, the Sri Lankan trade unions not only stay with their conventional demands of higher pay and better working conditions but they have also entered into a new arena where they directly interact with government policy decisions (for example CEB and Bankers strike against privatization).

Therefore, today's trade unions, are a very powerful force and, when thinking of the future of the country, trade unions will be playing a very significant role.

In this context unions need to be studied scientifically. Currently it is impossible to state that all trade unions are performing well. Even if there is no empirical evidence, which has been reported, general experience in the country shows that some unions are functioning effectively and efficiently satisfying the needs of their members and serving the relevant management. Some function at a moderate level, some at a lower level and others at very poor level and thus have been dissolved or canceled by the Department of Labour or abandoned by its members. The ultimate goal of an organization would be effectiveness through efficiency. A substantial number of trade unions in Sri Lanka are not effective or efficient, as they fail to satisfy members' needs and to achieve main objectives of the unions. Thus, what makes some unions efficient and effective and others less is an important question which needs discussion. Most of the empirical findings reveal that union leadership, and membership participation are major determinants of union efficiency and effectiveness. According to Venugopal et al. (1991,p.77) the success or failure of a trade union depends upon the behaviour of its leaders who adapt to the requirements of the situation.

Moreover, membership is an inevitable and unique feature of any trade union. Unions rely on a growing and active membership for their survival. The effectiveness and strength of the union heavily depends on the degree of membership participation in union activities. A greater degree of membership participation in union activities reflects a higher level of support to the union and thereby adds strength and vigour to it. On the contrary passivity on the part of membership affects the union adversely and reduces its effectiveness and strength. Sharma, (1987, p. 454) and Gani (1992, p. 243) observe that the more active the participants, the greater the degree of strength. The more strong and intensively organized the union, the more distant it is from oligarchy and the closer it is to union democracy thereby, being able to exert a considerable degree of pressure on the management. Thus, the effectiveness of a trade union can be significantly influenced by the degree of member participation in trade union activities. The degree of participation is different from member to member. What makes this difference is an important question here. Exploration and determination of correlates of member participation become necessary to find a valid answer for this important question.

There are no research studies conducted on the membership participation in union activities in Sri Lanka, although a few research studies have been reported outside the country. There is a gap in the theoretical knowledge about the factors contributing to membership participation in trade union activities in Sri Lanka. The present study is, therefore, intended to address this theoretical lacuna in the Sri Lankan context.

This study attempts to accomplish four main objectives; (1) to understand the union members' perception about the need for a trade union, (ii) to identify the degree of membership participation in trade union activities, (iii) to identify the factors affecting participation behaviour of union members, (iv) to analyze and explain the correlation of the factors with membership participation.

Review of Literature

The available literature provides various modes of membership participation in trade union activities. Most of the research (eg. Spinrad, 1960; Glick et al, 1977; Anderson, 1979; Mcshane, 1984; Chacko, 1985; Gani, 1992; Nandakumar and Ravishanker, 1994) has identified some or all of the following modes of participation in trade union activities: attending union meetings, payment of union dues, voting in union elections, reading union literature, raising funds for unions, taking part in strikes, etc.

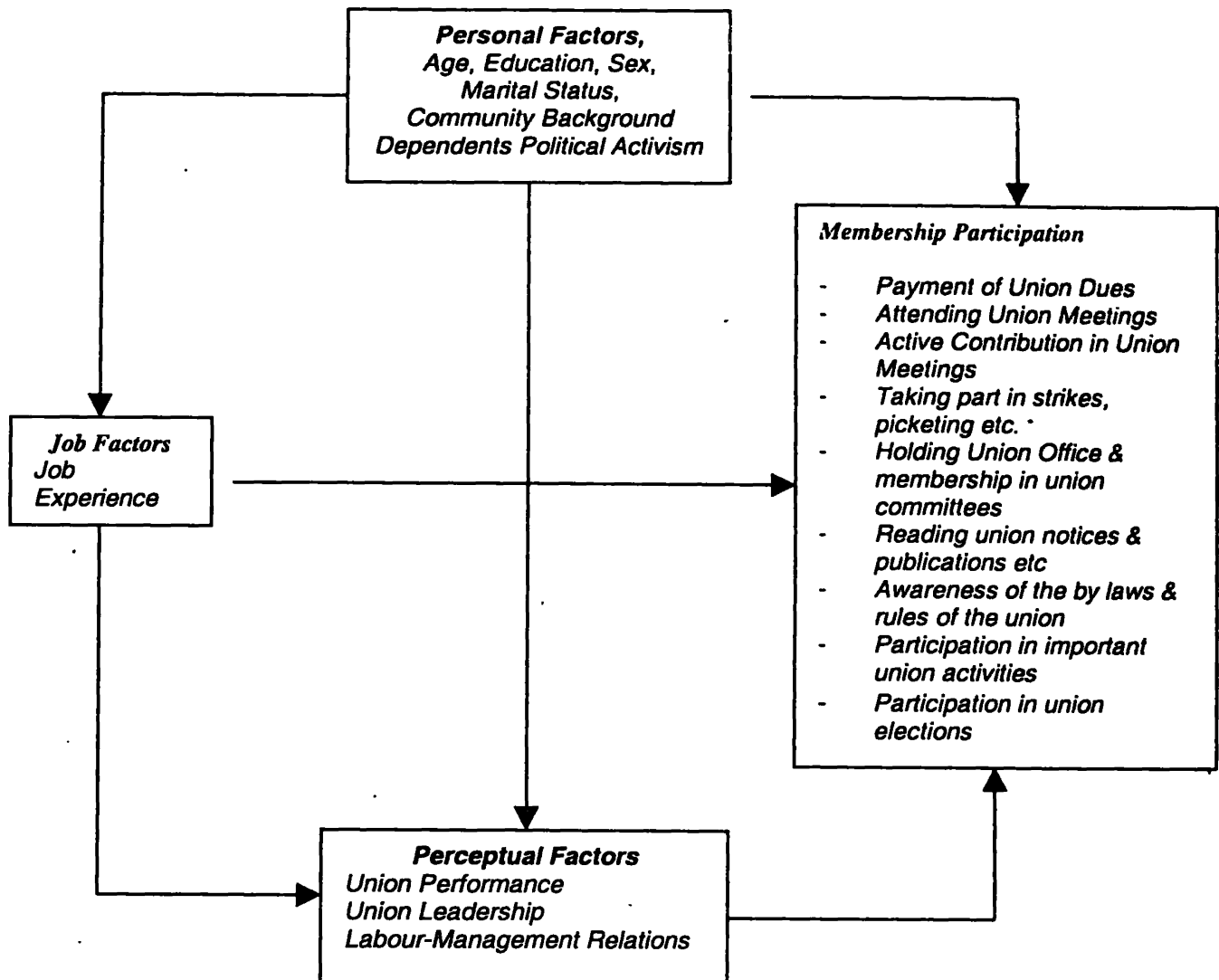
Also there are numerous variables that have been identified as factors influencing membership participation. In earlier studies (Eg. Sprinrd, 1960; Perline and Lorenz, 1970; Swanson, 1981) demographic personal and job related variables were found to be important correlates of union participation. In addition to these factors, behavioural, attitudinal, and perceptual variables have received more attention in recent studies (Eg. Huszczo, (1983); Kolchin and Hyclak, 1984; Mchane, (1984); Chacko, (1985). Sharma (1987) has categorized variables affecting membership participation into three groups: personal characteristics, organizational characteristics and perception about unions. Gani (1992) has also used three kinds of factors and politico-union factors such as union structure and political activism. Nandakumar and Ravishanker (1994) have used similar variables to explain union participation.

The measurement criteria of membership participation and factors affecting membership participation and the results found in earlier studies are related, but different, uncertain and conflicting. Therefore researchers have recognized the complexity of this phenomenon and have called for more research.

The Conceptual Framework

The literature presented in the earlier section indicates that there are numerous forms of participation and various factors, which influence participation behaviour. Based on the literature findings, for the purpose of this study, the following conceptual framework was developed.

Figure 1. Framework for Membership Participation in Trade Union Activities



The framework shows that membership participation is influenced by three major categories, personal, job and perceptual factors, and they were treated as the principle independent variables of the study. The principle dependant variable; membership participation, includes nine activities usually involved by the members of a union. The framework also indicates cross influences among dependant variables; personal factors may affect job factors and perceptual factors, while job factors may affect perceptual factors.

Hypotheses of the Study

Three hypotheses (two were descriptive and also relational) were constructed for the present study in order to get a useful direction and basis for future knowledge, and explain the social phenomenon associated with the study. Formulation of the hypotheses has been based on the evidence of empirical research, and the general assumptions and prediction in the society in the Sri Lankan context of trade union activities. The hypotheses were;

1. " Union members have a strong need for trade unions"
2. " Membership participation in trade union activities is considerably high"

3. " Membership participation in trade union activities is influenced by personal, job and perceptual factors"

Methodology

The research scope was limited to non managerial, and executive level trade union member participation. As the main sources in this research, five large scale service organizations in Sri Lanka; namely Sri Lanka Telecom (SLT), Bank of Ceylon (BOC), Ceylon Electricity Board (CEB), Sri Lanka Insurance Corporation (SLIC), and National Water Supply and Drainage Board (WSDB) were selected. The population for the study thus consisted of all members of all non-managerial and non-executive level trade union members working in these five organizations (about 42,000) union members). The units of observation of the study were at individual level; the individual union member. 500 union members representing more than 1% of this population were selected as the sample of the study. For the 500-member sample, 100 members from each of the five organizations were selected through simple random sampling.

Both primary and secondary data were collected for the study. The main source of collecting primary data was the union members of the selected organizations. To extract data from this primary source a pre prepared structured questionnaire was used. The questionnaire was pre tested using test- retest method for estimating the reliability. In addition, interview method were used with further clarifications as necessary.

Union members' responses for the questionnaire were scored using 3 Point Likert Scale or 4 Point Likert Scale depending on the nature of the question. Interval estimates, Chi-Squared test and fully Saturated Hierarchical Log- Liner Model were applied for data analysis.

Results and Discussion

The majority (85%) of the respondents in the sample was between 26 to 50 years old, and 7 percent were 25 or less, and 8 percent were 51 to 60 years old. In considering the respondents' sex and marital status it was found that 41 percent were females, 59 percent were males, 79 percent were married and 21 percent were unmarried. As regard to the education level, most of the respondents (about 86 percent) had GCE (O/L) or above. About 28 percent and 43 percent of the respondents had passed GCE (O/L) and GCE (A/L) respectively. Only 15 percent of the sample were graduates or had professional qualifications while 14 percent were in the range of grade one to GCE (O/L). About 40 percent of the sample had two or fewer dependents while 60 percent had three or more dependents. About 25 percent of the respondents were living in urban areas, 41 percent in semi-urban, and 34 percent in rural areas. Most of the respondents (91%) were not politically active, only 9 percent of the respondents were politically active.

Since this study was concerned with only non-managerial and non-executive union members, all the respondents in the sample were performing non-managerial and non-executive level functions in their organizations. These respondents worked under twenty different job titles.

As regards to the job experience of the respondents, most of them (65.2%) had more than 10 years experience in the relevant organizations. While 15.8 percent had less than 3 years experience, about 7.4 percent of the members had 3 to 5 years experience and 11.6 percent members had 5 to 10 years experience. Only 2.6 percent of the members were earning a very low monthly salary. But, in other salary categories there was no considerable difference, 24.4 percent of the respondents were earning more than Rs. 8,000 while 24.2

percent earned between Rs 6,000 – Rs 8,000. 48.8 percent of the respondents were earning between Rs 2,500 to 6,000 monthly salary. Interestingly, about 30 percent of the respondents were satisfied with their jobs and only 5 percent were not satisfied. About 65 percent of the respondents' job satisfaction was mediocre.

With respect to the perceptual characteristics, most of the members had no favourable perception about their union's performance, union leaders and labour management relations.

***Members' Perception about the Need for A Trade Union**

Members' responses for the fourth part of the questionnaire showing their need for a trade union are summarized in table 1.

Table 1. Members' Perception about the Need for a Trade Union

Organization	Members' Need for a Trade Union				
	Absolutely Needed	Needed	Nothing Special	Not Needed	Ab. Not Needed
SLT	18	56	24	01	01
BOC	50	41	08	01	-
CEB	40	33	27	-	-
SLIC	51	44	05	-	-
WSDB	33	42	22	03	-
Total	192	216	86	05	01
Percentage	38.4	43.2	17.2	1.0	0.2

Source: Sample Survey 1997

The results show that 81.6 percent of the members needed a trade union. Of these 38.4 percent absolutely needed a trade union and only 1.2 percent of the respondents' had no need for a trade union. There was no significant difference in the responses of the members of all the five organizations. At least 73 percent of the members of all organizations needed a trade union. To this large group of respondents, the relevant organizations failed to satisfy their needs. They needed to be willingly unionized in order to influence the management of the organizations.

The first hypothesis of this study states that union members have a strong need for a trade union. According to the research results, it is obvious that most of the respondents in the sample need a trade union. The calculated interval estimates ($S_p = 1.73$) support that members' perception about the need for a trade union is likely to apply to the population. Therefore it is possible to accept that the organization has tried to identify what their people need before the people demand them. Further, the individual influence has very little effect, and most of the time even to deal with the management a powerful mode is essential. Most of the respondents (78%) felt that the labour-management relations were relatively low, and also that the employees were not trusted by the management and hence, needed a trade union.

These findings are compatible with the results of the available research on this phenomenon in the Indian context; Nandakumar and Ravishanker's (1994) argument that members in Indian textile industry unions were emphatic on the need for a union. They express a similar idea, absence of unions means absence of a mechanism of representing grievances to the management and as such, difficult in dealing with the management.

***Degree of Membership Participation in Trade Union Activities**

Table 2 presents members' degree of participation in trade union activities under three columns designated as high, medium and low.

Table 2. Degree of Membership Participation in Trade Union Activities

organization	Degree of Participation		
	High	Medium	Low
SLT	24	60	16
BOC	49	46	05
CCEB	36	51	13
SLIC	41	47	12
WSDB	24	62	14
Total	174	266	60
Percentage	34.8	53.2	12

Source: Sample Survey 1997

The results show a high level of participation in union activities among the unionists under study. 88 percent of the respondents showed high or medium level participation. Only 12 percent showed low level participation. But, the present study observed that members were not highly involved in all union activities and the majority of the members were concerned on paying union dues, attending union meetings, participating in strikes, work to rule, picketing etc., voting at elections and fund raising. Members were not much interested in expressing their ideas and suggestions in union meetings, bearing positions in the union, intervening to solve problems etc. They always let leaders work for them. In the Sri Lankan situation, because of family problems, lack of time, political interventions etc., people hesitate to take part in responsible tasks in unions. Union leaders revealed that the leadership does not like to sacrifice their effort, time etc, on behalf of the union, or bear the risks attached to the position of a leader in a union.

The interval estimate ($S_p = 1.45$) verifies that the degree of participation identified in the sample is likely to apply to the population. Therefore according to the research results the second descriptive hypothesis, ie membership participation in trade union activities is considerably high, can be accepted. These are compatible with findings of Gani (1992), Nandakumar and Ravishanker (1994), but, contradicted with Sheth (1969), Sherma (1984), Pany and Vikram (1969) who reveal a low participation of members in trade union activities.

***Factors Influencing Membership Participation in Trade Union Activities; Personal Factors**

Age

The present study shows (refer table 3) a significant relationship between age and participation. It reveals that when people become older there is a tendency among them to participate in union activities showing a positive relationship between age and participation. According to the respondents, employees who have enrolled at an organization at their young age need only a job and salary to sustain them. But, when they mature, they need job security, social security and a lot of things, and hence they get involved in union activities more. These findings are collaborative with Anderson (1979), Sharma (1987), Arya (1980) who observed that older workers tend to be more involved in union activities. This is

however, not supported by Nandakuma and Ravishnker (1994) who observed that the factor which motivates membership participation is the commitment rather than the age of respondents (Nandakumar and Ravishanker, 1994). Sheth (1969) shows a considerable relationship between these two and that the workers' participation is low in the middle age compared to those who are young and old. He also found that non-unionists among the younger and older groups are respectively high as against the middle group. Sheth's views are compatible with Gani (1992) who says that workers who are either too young or too old show considerably lower degree of participation than the middle group.

Sex

The results indicate that sex has a significant influence on membership participation. Male members were more active participants than female members. There were no female union leaders or committee members in any of the 38 trade unions under study. It was also revealed in the discussions that female members very rarely expressed their ideas in union meetings, and their normal behavior was only attending meetings and signing the attendance sheet being passive participants. These results are supported by Sherma (1987) who says male members tend to participate more than female members. But, his argument that male voters may discourage or discriminate against female candidates in union elections and that they deprive them from active participation is not valid in this study. There was no interference from male members in this direction. These results are contradicted by Anderson (1979) who says that of the demographic variables only the age is significantly related to involvement in union activities.

Marital Status

The study did not find any significant relationship between person's marital status and his/her union participation. This argument is supported by Gani (1992) Sheth (1969), Matto and Gandi (1989), and Pool et al. (1983). But Sharma (1987) and Nandakumar and Ravishanker (1994) give contradictory views about this finding. While Sharma shows higher participation from married members, Nandakumar and Ravishanker (1994) show higher participation from unmarried members. But, this study has not found any significant influence of marital status on participation. In addition, the traditional view that married members do not actually participate in union activities due to their added responsibilities and lack of time is not supported by this study.

Level of Education

The present study did not find a significant influence of a person's level of education on the degree of participation. This result does not support the argument that education enlightens a person and hence results in higher participation in union activities. Thus, Nandakumar and Ravishanker's(1994) argument that a positive relationship between these two variables exists is rejected as far as the present study is concerned. The present finding supports the findings of Anderson (1979), Arya (1980), Poole et al. (1983), Sharma (1987), and Gani (1992) who observed that there was no relationship between education level and participation.

Number of Dependents

The results show a significant relationship between the number of dependents and union participation. According to the results, in the situation where the number of dependents the worker has to support is very few or very large, the participation will be low, where as the number of dependents is moderate the participation is relatively high. Gani (1992), Nandakumar and Ravishanker (1994), and Seth (1969) give a similar view and show a positive relationship between these two variables.

Community Background

The present study did not find any significant relationship between community background and membership participation. This finding is compatible with the finding of Nandakumar and Ravishanker (1994), but contradictory with the findings of Sayles and Stauss (1953) and Gani (1992) who support the belief that urban members are more prone to participate than rural members.

Political Activism

As per results, politically active members are more likely to participate than politically passive members. Therefore, there is a positive link between these two. About 95 percent of the union leaders under study were active members of political parties. Further, it was found that there were at least two unions, which were political in all five organizations under study. As a result, members show the same commitment to unions as they show towards the political party, and thus participate in trade union activities more compared with those who do not have such a commitment. It is a common belief today in Sri Lanka, as well as in most other countries that politically active members who are involved in national political party activities, have greater influence on union participation. The finding supports the arguments of Ramaswamy (1977), Seth and Jain (1968), Gani (1992), and Nandakumar and Ravishanker (1994) who show a positive relationship between political activism and membership participation in trade union activities.

Job Factors

Job Experience

This study indicates that there is a positive relationship between job experience and degree of participation. This is compatible with the earlier finding of this study i.e., a positive relationship between age and participation. Therefore, it can be further revealed that the people getting older and more experienced lead to more participation in trade union activities. This observation gets further support from findings of Arys (1980), Canlon and Gallagher (1987), Sharma (1987), and Gani (1992) who observe that experience has a positive relationship with participation. In contrast Sheth (1969), Nandakumar and Ravishanker (1994) have not found any significant relationship between these two.

Salary

The present study shows that salary and degree of participation are not related. The result does not support the argument that members with lower wages participate in union activities more actively. Therefore, it does not support the findings of Duncan and Leigh (1980), Poole et al. (1983) and Gani (1992) who revealed that there is a positive relationship between low salary and union participation. This study found that low or high salary earners are independent of the degree of participation.

Job satisfaction

Interestingly this study does not show a significant relationship between job satisfaction and membership participation. While this finding is compatible with that of Nandakumar and Ravishanker (1994), it is contrary to available empirical findings which points towards a positive relationship between the degree of job dissatisfaction and union participation (e.g. Bernardin et al (1983), Block and Premack (1983), Fiorito and Gallagher (1986), Odewahn and Petty (1980), Sinha and Sharma (1982), Gani (1992).

Perceptual Factors

Perceptions on Union Performance

This study indicates that members' perception about their union performance influences on their union participation. The results support the belief that members who are satisfied with union activities are more likely to participate in union activities than members who are not satisfied with union activities. The results of Glick *et al* (1977) and Andersons' (1979) are also consistent with this finding.

Perceptions on Union Leaders

The results indicate that members' perception about union leaders influences their participation. A positive relationship was found between satisfactory perception about union leaders and participation in union activities. In the discussions most of the members revealed that because of the leaders faults, bad behavior and mismanagement of funds, they hated to participate in union activities. Further, union leaders of most of the unions worked for the benefit of their political parties and tried to spread their political power. This finding supports Sheth's (1969) findings which shows that there is a positive relationship between high quality of leadership of the union and the degree of participation. According to Sheth (1969, p. 286), if the leaders in a union have shown their ability to settle the problems of individual workers and groups to the satisfaction of the rank and file, we may expect a relatively higher degree of participation among workers.

Perceptions on Labour Management Relations

Sound labour management relations were found to be negatively related with membership participation in trade union activities. Members who are dissatisfied with labour-management relations are more likely to participate in union activities than members who are satisfied with labour-management relations. This result is compatible with Sheth's (1969) finding which shows a negative relationship between sound labour management relations and participation

In summary the research results show that age, sex, number of dependents, political activism, job experience; perceptions about union performance, union leaders and labor management relations have significant influence on membership participation in trade union activities. Therefore, the third hypothesis that membership participation in trade union activities is influenced by personal, job and perceptual characteristics can be accepted.

Conclusion and Implications

The empirical findings of the study indicate a strong perception of members on the need for a trade union. It also realizes a considerably higher degree of participation of union members in trade union activities. Though the degree of participation tends to vary across various union activities, the overall response pattern indicates a greater degree of participation in trade union activities. the study reveals that age, sex, number of dependents, political activism, job experience, members' perception about union performance, union leaders and labour management relations are significantly related with the participation in trade union activities. These findings confirm all formulated hypotheses of the study.

Remarkably the present study discloses a significant relationship between all perceptual factors considered and the participation. It shows that, significantly, perceptions about union performance and union leaders are negatively related with participation. The research results also reveal a positive relationship between unsatisfactory perceptions about labour-

management relations and participation, and conversely a negative relationship between satisfactory perception about labour-management relations and participation.

These findings have practical implications for both management and union. The study suggesting that unfavourable perception about labour management relations make the union members more active thus, by maintaining sound labour management relations, it is possible for the management to limit adverse trade union activities. Therefore, management must recognize and understand the employees and respect their dignity. Management should care about employee needs and should anticipate union problems and take affirmative and timely steps to minimize these problems rather than keep them waiting and postponing the discussion of their problems until they actually arise. Management should also consider unions as their supporters and not enemies. Through this process the management can develop a favourable attitude among employees towards the management. Such a process would contribute a lot to maintaining a sound industrial harmony in an organization

This study also suggests that unfavourable perceptions about the management of unions alone do not generate considerable membership participation. The perceptions about union performance and union leaders have a strong influence on the degree of participation. Consequently the union is supposed to work for the betterment of its members, and the leaders must be true leaders in the sense that they are genuinely interested in upgrading the standard of living of their members. The success of a trade union depends mostly upon its leaders. Leaders must have a commitment to the union and possess high leadership qualities to enhance members' commitment to the union. The findings of this study reveal that the members' commitment to the union is a crucial factor behind their participation. An effective and efficient union with such leaders will easily be able to gain its members' commitment. Therefore unions must initiate programmes for developing the members' commitment to the union to enhance their internal strength. As all members must be aware of the union purposes, functions, performance, the power etc. for building the commitment to the union, open communication becomes essential. Union leaders and members, therefore, have to play very important roles in uplifting their union performance. Further, both management and unions should recognize each other's role towards betterment of all parties concerned and should be aware of the significance of maintaining a sound and harmonious industrial relationship in the organization.

Moreover, in this study it is shown that personal factors have a greater influence on union participation. Even if management or union leaders cannot change members' personal factors directly they can behave in a specific manner to change members' perception towards a more positive state.

Further this study should draw more attention of future researchers towards this important field. This is an interesting field for research and has so far remained almost totally neglected by the Sri Lankan researchers. It is suggested that future studies be looked deeply into the factors influencing membership participation in different work environments, cultural settings, industries and in different trade unions. Further, attention should be paid to compare white-collar union with blue-collar union members' participation behavior in future studies.

Table 3. Factors Affecting Membership Participation in Trade Union Activities

Factor	Degree of Participation				Chi Squared Value	Degrees of Freedom	Remarks
	High (n=174)	Medium (n=266)	Low (n=60)	Total (n=500)			
Age							
25 Years or less	05 (14.3)	20 (57.1)	10 (28.6)	35 (100.0)	20.3	6	Significant
26-40 years	75 (31.5)	131 (55.0)	32 (13.5)	238 (100.0)			
41-50 Years	78 (42.2)	92 (49.7)	15 (8.1)	185 (100.0)			
51-60 Years	16 (38.1)	23 (54.8)	03 (7.1)	42 (100.0)			
Sex							
Female	44 (21.6)	128 (62.7)	32 (15.7)	204 (100.0)	27.1	2	Significant
Male	30 (43.6)	60 (56.6)	16 (15.1)	266 (100.0)			
Marital Status							
Married	144 (36.5)	206 (52.3)	44 (11.2)	174 (34.8)	3	2	Not Significant
Unmarried	30 (28.3)	60 (56.6)	16 (15.1)	266 (53.2)			
Level of Education							
Grade 1 to 8	06 (33.3)	07 (38.9)	05 (27.8)	18 (100.0)	10.8	8	Not Significant
Up to GCE (O/L)	21 (40.4)	25 (48.1)	06 (11.5)	52 (100.0)			
Passed GCE (A/L)	52 (36.9)	79 (56.0)	10 (7.1)	141 (100.0)			
Passed GCE (A/L) Degree/ Professional Exams	70 (32.6) 25 (33.8)	113 (52.5) 42 (56.8)	32 (14.9) 07 (9.4)	215 (100.0) 74 (100.0)			
Number of Dependents							
Zero	11 (19.3)	38 (66.7)	08 (14.0)	57 (100.0)	13.3	6	Significant
1 to 2	47 (33.8)	71 (51.1)	21 (15.1)	139 (100.0)			
3 to 5	105 (40.1)	133 (50.7)	24 (9.2)	262 (100.0)			
More than 5	11 (26.2)	24 (57.1)	07 (16.7)	42 (100.0)			

<u>Community Background</u>							
Urban	50 (40.3)	60 (48.4)	14 (11.3) 25	124 (100.0) 207			
Semi-Urban	68 (31.9)	116 (56.6)	(12.1) 21	(100.0) 169	2.5	4	Not Significant
Rural	58 (34.3)	90 (53.3)	(12.4)	(100.0)			
<u>Political Activism</u>							
Active	31 (67.4)	10 (21.7)	5 (10.9) 55	46 (100.0) 454			
Passive	143 (31.5)	256 (56.4)	(12.1)	(100.0)	24.9	4	Not Significant
<u>Job Experience</u>							
Less than 1 Year	05 (23.8)	11 (52.4)	05 (23.8) 14	21 (100.0) 58			
1 to 3 Years	09 (15.5)	35 (60.4)	(24.1) 06	(100.0) 37			
3 to 5 Years	08 (21.6)	23 (62.2)	(16.2) 09	(100.0) 58	30	8	Significant
5 to 10 Years	17 (29.3)	32 (55.2)	(15.5) 26	(100.0) 326			
More than 10 Years	135	165					
<u>Salary</u>							
Less than 2500	05 (38.5)	06 (46.1)	02 (15.4) 13	13 (100.0) 63			
Rs 2500 to Rs 4000	19 (30.2)	31 (49.2)	(20.6)	(100.0)			
Rs 4000 to Rs 5000	28 (31.1)	52 (57.8)	10 (11.1)	90 (100.0)			
Rs 5000 to Rs 6000	27 (29.7)	52 (57.1)	12 (13.2)	91 (100.0)			
Rs 6000 to Rs 8000	40 (33.1)	66 (54.5)	15 (12.4)	121 (100.0)			
More than Rs 8000	55 (45.1)	59 (48.4)	08 (6.5)	122 (100.0)			
<u>Job Satisfaction</u>							
High	59 (38.8)	82 (53.9)	11 (7.3) 44	152 (100.0) 326			
Medium	106 (32.5)	176 (54.0)	(13.5) 05	(100.0) 22	8.2	4	Not Significant
Low	09 (40.9)	08 (36.4)	(22.7)	(100.0)			
<u>Perception about Union Performance</u>							
Satisfactory	107 (59.5)	67 (37.2)	06 (3.3) 54	180 (100.0) 320			
Not Satisfactory	67 (20.9)	199 (62.2)	(16.9)	(100.0)	80.2	2	Significant

Perception about Union Leaders							
Satisfactory	99 (63.5)	51 (32.7)	06 (3.8)	156 (100.0)			
Not satisfactory	75 (21.8)	215 (62.5)	54 (15.4)	344 (100.0)	84.0	2	Significant
Perception about Labour-Management Relations							
Satisfactory	20 (18.2)	51 (46.4)	39 (35.4)	110 (100.0)			
Not Satisfactory	154 (39.5)	215 (55.1)	21 (5.4)	390 (100.0)	7.1	2	Significant

Note: Figures in Parenthesis represent Percentages to totals

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