

CHAPTER - I

INTRODUCTION

As the time passes as a Phenomenon of nature, the social, economic and the cultural developments have a reciprocal reflection on one another. The reflection is in the form of changes and these changes are gaining strength with a sound social bond and the orthodox thinking is vanishing gradually and may disappear completely in course of time.

Once, labour was considered as a commodity and now the pendulum is swinging towards humanity and labour is no longer considered or treated as a commodity atleast in the industrial society. In an article " India Tendermindedness vs Tough Problem" Prof. Van D Kennedy - Professor of industrial relation and research economists, Institute of Industrial Relation, University of California, points out that (1965)¹.

The Government has refrained from using compulsion to bring order into the labour movement or fair practice into the labour relations. It looks upon strike as an outdated, unsocialistic, mostly voluntary arrangement.

1. Prof Van D Kennedy (1965-66) - Industrial Relations - A Journal of Economy and Society, Vol.3 Number 1
India Tendermindedness vs Tough Problem Oct. '65.

Even now, forming a Union is considered undemocratic, particularly in the field of agriculture.

India entered into the threshold of rapid industrialisation which brought noticeable changes in society, especially in the industrial society. While the socio-economic and cultural changes, renovation, upgrading etc. are taking place, the side effects of industrialisation are creating a mess on the life of society and affecting even ecology. In the industrial society, labour is an indispensable and important input like any other factor of production. Its contribution in agriculture, mining, transport and plantation are the backbone of our national economy is enormous.

In the industrial society, there is a functional distribution between the management and the managed. This distribution envisages certain relationships, that take shape on the ground of wages to be paid, pace quality of work to be performed, the assignment of jobs, the horizontal and vertical development of occupation and certain other conditions governing the employment. In this relationship, the management expects full cooperation, loyalty and efficiency on one hand and, on the other hand the employees desire to have maximum benefits out of the management. This widens the gulf between the management and the workers creating an atmosphere of impersonal relationship among

them. Under these circumstances, to achieve the benefits, privileges, facilities and other goods, efforts of any individual worker do not pay any fruitful result. So he has to form a group which in the language of management, is known as 'trade union' to have collective bargaining.

Definition of Trade Union

A Trade Union has been defined variously in different countries. According to Webbs². A Trade Union is

a continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives.

They thought of trade union as institutions for overcoming managerial dictatorship to strengthen individual labours and provide them an opportunity for regulation of conditions under which they have to work. In the absence of trade Union, workers remain at the mercy of the employers who always exploit them.

In another definition, Cunnison³ defines trade union as

a monopolistic combination of wage earners who as individual producers are complementary to one another but who stand to the employers in a relation of dependence for the sale of their labour and even for its production; and that the general purpose of the association is in view of that dependence to strengthen their power to bargain with the employers.

2. Webb - Sidney and Beatrice : History of Trade Unionism, London Page 1.

3. Cunnison : Labour organisation Page 13.

This definition has thus emphasised trade unions power for collective bargaining.

In the Soviet Union, on the other hand, trade union is defined as⁴

an association of producers, in which citizen employed for remuneration in State, cooperative and private undertakings, institutions and businesses are organised. The Union acts for its members in all negotiations with various States institutions and represents them at the conclusion of agreements and contracts and in all discussion of questions relating to labour and social welfare.

Lenin⁵ characterised a trade union as

an educational organisation, a school of administration, a school of economic management and a school of communism.

The theory of class conflict and a dialectical materialism enunciated by Karl Marx created a class of Trade Unionists, who regarded labour organisation as absolutely essential for bringing about a revolutionary and fundamental change. Karl Marx was able to give a political colour to the characteristics of trade union.

4. Soviet labour code Article 151.

5. Lozovsky, A Marx and Trade Unions P. 150.

According to the Oxford Dictionary, a trade union is

an association of the workers in any trade or allied traders for the protection and furtherance of their interests in regard to wages, hours and conditions of labours and for the provision from their common funds, pecuniary assistance to the members during strikes, sickness, unemployment, old age etc.

In India on the pattern of British Trade Union Act of 1876, the original trade union act 1926 - defined Trade Union as

any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relationship between workers and employers or between workers and workers or between employers and employers or for imposing restrictive conditions on the conduct of any trade or business and includes any federation of two/or more trade unions.

All these definitions reflect one goal in different words - the goal of common identity and the goal of bargaining strength. In simple term⁵ trade union is nothing but an organisation of wage earners to protect and promote the interest of workers.

Unionisation and affiliation

When a man hires another man for wages, the labour problem is said to have been born. Between these two persons, the relationship is of a master and servant or of an employer and employee. This relationship is governed by a tacit understanding of the terms and conditions of work, such as wages, hours of work, benefits and amenities. In the

5. Lozovsky, A Marx and Trade Unions P. 150.

industrial economy, the workers' need and demands are furnished by various job conditions. Both the management and the workers expect to have maximum benefits out of each other. To achieve this, the industrial workers' have to form a group or association of common workers with common grounds and ideologies.

Why do the members join the union? What do they expect from the Union in relation to what they are giving for their union? The Union members are identifying with their respective unions and pronounce more affiliation through their active participation in union work.

By nature, men are gregarious. The concept of affiliation was formally recognised by Trotter (1916)⁶. He had specifically mentioned, gregariousness, alongwith self preservation, nutrition and sex as the four important instincts in life. Theoretically affiliation can be possible by painful stimulus or by pleasure stimulus. In the industrial society especially with relation to "trade union" both the stimuli, which are enforcing the workers to unite each other and to be loyal to the organisation, may be termed as "affiliation". A variety of factors have been found with the effect of these process of affiliation - acceptance, rejection, high anxiety,

6. W. Trotter (1916); instincts of the herd in peace and war; The McMillan Company, New York.

unpleasant past, similarity between the people, self evaluation and objective of evaluation of opinion and emotion.

Organisation of workers into a union is an accepted and prevalent pattern of the contemporary industrial set up. It is formed to enable workers to bargain effectively and as a protective weapon against management. It represents a prime medium for substitute, satisfaction for employees needs and demands which are frustrated by job conditions under which people work in a modern industry.

According to Golden and Rutterberg (1942)⁷ Kretch and Crutchfield (1942)⁸ a part of the motives of the workers joining the unions is social and psychological in nature, determined by their desire for effective participation, in making of decision that effect them in their work and community life. Since, union is a social institution, it affects the full range of employees i.e. economic, social and psychological wants which make them either join the union or show more affiliation or loyalty towards them (i.e. their respective union). Union provides opportunities for the satisfaction of many of their needs viz. economic betterment, security, identification, self-expression,

7. Golden C.S. and Rutterberg H.J.(1942) The dynamics of industrial democracy. New York Harper.

8. Kretch and Crutchfield R.D. The theory and problem of social psychology, New York, McGraw Hill.

aggression, group-pressure, recognition in the society. Apart from economic reasons, union provides the individual a sense of participation in dealing with various vital issues, a channel of expression, social ties, group relations and opportunity to achieve position and leadership which is usually denied in the job.

Although the opinion of the National Commission on Labour (N.C.L.)⁹ on the role of the functions of the union is based on the assumption that the clash between immediate interest of a group of workers of a community at large is inevitable and the clash should be reconciled by creating an awareness of the identity between the two but nothing is said about economic system within which such reconciliation should be possible. However, the NCL has expressed the hope that the trade union will play sufficient attention to the following needs:

1. Promoting security and improving conditions of work
2. Securing fair wages for the workers
3. Improving living conditions
4. Increasing opportunities for promotion and training
5. Broadening the outlook of the workers and making them cooperate in technological advancement
6. Promoting the identity of interest of workers with their inclination.

9. National Commission on Labour

7. Promoting cultural, recreational and educational activities.
8. Offering co-operation in improving productivity.
9. Promoting individual and group welfare

However, Walker and Guest (1952)¹⁰ suggest that the union serves to counterbalance a lack of personal satisfaction with immediate work experience and meets in part the psychological and social needs which the work in the plant has created. It represents an emotional as well as an economic dimension in the workers' attitude and a kind of psychological bulwark against pale, boredom, bigness and impersonality of management.

As far as working life is concerned, the union may be regarded as the most vital group to which an average worker belongs. Favourable attitudes towards it would imply greater identification with union activities and acceptance of it plays a less important role in influencing his perception and behaviour. Quite often the worker being dissatisfied with job conditions looks to the union for fulfilling his needs. Once he joins it and develops certain identification and affiliation with the union it will serve to satisfy his individual needs and motivation.

10. Walker C.R. and Guest R.H. (1952). The Man on the Assembly line. Harvard University Press.

Unions are largely instruments for protecting and enhancing the immediate economic interest of members. Tannenbaum (1965)¹¹ states that

individuals join the union because they are generally dissatisfied with poor working conditions, low wages, lack of benefits and the like.

Dunnette and Kirchner (1965)¹² also expressed some views. Further study indicating the reasons for forming a union suggests that workers in general organise because of job dissatisfaction with economic aspects of the work situation, (Flango 1975)¹³; Getman, Goldberg and Herman (1976)¹⁴; Hellreigel, French and Perterson (1970)¹⁵; Herman and Skinner (1975)¹⁶.

In addition, research findings¹⁷ also indicate that dissatisfied employees are more likely to organise, it is also

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11. Tannenbaum A.S. (1965) Handbook of Organisation, Chicago Rand McNally P. 717
 12. Dunnette M.D. and Kirchner W.K. Psychology applied to Industry. New York. Appleton Centenary Crafts P.200
 13. Flango V.E.(1975) Faculty attitudes and the selection of a bargaining agent in the Pennsylvania State College System. Journal of Collective Negotiations in the Public Sector 4. 157-174.
 14. Getman J.G., Goldberg, S.B., and Herman J.B. (1976) Union Representation election, Law and reality. New York; Russell Sage Foundation.
 15. Hellreigel, French and Peterson R.B. Collective Negotiations and teachers (1970) A behavioural analysis - Industrial and Labour relations. Review 1970. 23. 380-396.
 16. Herman and Skinner 1975

noted that the relationship between a number of more specific factors like pay, promotion etc. and workers attitude towards unionism has been examined. Bigoness (1978)¹⁷ reported significant negative relationship between need for collective bargaining and satisfaction of work pay, supervision and promotion opportunities. The relative importance of economic vis-a-vis intrinsic factors in explaining attitude towards collective bargaining has been addressed by Bigoness (1978)¹⁸; and Kochan (1979)¹⁹. A labour collective bargaining is possible only through unionisation. In another study related to work attitude as a predictor of unionisation, W. Clay Hammer and Frank J. Smith (1978)²⁰ found that when unionisation is made, a work force that feels a high degree of dissatisfaction will be more likely to seek union representation than a work force that feels less dissatisfied.

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17. Bigoness W.J. (1978) correlates of Faculty attitude towards collective bargaining . Journal of applied psychology - 1978. 63 . 228-233.
 18. Opt. C.t
 19. Kochan T. D. (1979) - How American workers view labour unions - Monthly Labour Review 1979. 102-133.
 20. W. Clay Hammer and Frank J. Smith (1978) - Work attitude as a predictor of unionisation activity - Journal of applied psychology 1978.

PERCEPTION OF UNIONISATION FROM THE ACADEMIC POINT OF VIEW

As in line with the view held by early sociologists, some observers thought that unionisation was nothing but an attempt towards creating a classless society through revolution. Others thought that it was a politically oriented movement to bring a social and economic reform on a wider scale. Unionisation is seen by some other observers as a means in introducing democracy in working relationships. It is also thought that unionisation is necessary to balance the economic power of the employees. Unions are also considered as a means to satisfy the social, personal and cultural needs of the employees.

Karl Marx and Friedrich Engels, the exponents of communism, observed union as the process of making a classless society to overthrow capitalist rules and substitute common ownership of all properties and capitals with economic equality for all.

According to Gandhiji, trade union is an application of the principle of truth and non-violence to the problem of trade union workers. According to him, the unionisation is not limited to economic aspect alone, but, is extended to educate the workers to be a conscious about their duties rather than rights, along with intellectual development. In another view - the business theory also heavily emphasizes the economic power of workers. According to this school of

thought a union is a representational body of workers in bargaining working conditions and in day-to-day control of work relationships. But business theory is losing its ground because the multiple approach of the union is not very much restricted to bargaining alone and most of the unions accept in principle, to extend their cooperation in other areas like socio-economic upliftment, cooperation to the victims of natural calamities, workers' education, maintenance of democracy and even showing their solidarity to the international problems.

According to Frank Tannanbaum (1971)²¹ " trade unionism is the conservative movement of our time. Arguing further, he stated that

in tinkering with little things, hours of wages, shop conditions and security in the job - the trade union is, however, rebuilding our industrial society upon a different basis from that envisioned by the philosophers, economists and social revolutionaries of eighteenth and nineteenth centuries.

The full measure of the trade union movement can be appreciated only by seeing the role it has played in the lives of the workers in the transition from a simple society to a complex industry and urban economy. The industrial revolution destroyed the solid meaning of our older way of life and caused the helpless workers to drift in a strange and

21. Tannanbaum Frank (1971) Philosophy of labour p.6
Cannison

difficult world. The peasant who had been reared in the intimacy of small village , where customary values prescribed every act from the cradle to the grave and where each man played a role in a drama known to all, now found himself isolated and bewildered in a city crowded with strangers indifferent to a common role. The industrial revolution destroyed the symbolic meaning of men. The individual worker has no recognizable place that he could call his own, no society in which he "naturally" belonged and no values that he expected to live and lead a life. His economic insecurity was but a part of a larger perplexity. Trade union is an attempt by the individual worker to escape from insecurity - insecurity of his values, and thinking, insecurity in expressing his ideas in the most informal way, and above all the insecurity in economic life.

Hence, a little disillusionment is natural and lies at the root of their not identifying themselves more closely with the unions or not showing more affiliation towards their respective union. As the UNESCO (1956)²² report on South East Asia Pacific puts it

trade unions still in many cases are organisation to start a strike, less often strong enough to maintain it, and very seldom able to interest the workers in periods of industrial peace.

22. United Nations Educational Scientific and Cultural Organisation - Research Centre - The social implication and industrialisation and urbanisation five studies in Asia. Calcutta UNESCO 1956.

CENTRAL TRADE UNIONS AND THEIR OBJECTIVES AND IDEOLOGIES

Although the general objective of four central All India Trade Union organisations in the country - the I.N.T.U.C., A.I.T.U.C., the H.M.S and the U.T.U.C. is the same viz the promotion of the economic, political, social and cultural interests of the workers, they differ sometimes widely in regard to certain fundamental principles based on political attitudes.

THE INDIAN NATIONAL TRADE UNION CONGRESS

The I.N.T.U.C was formed in 1947 with active support and encouragement from ^{the} Congress leaders and blessings of Mahatma Gandhi to give a constructive lead to the working class and to bring about a peaceful and non-violent solution of industrial dispute.

The ideological basis of I.N.T.U.C. and its objective

The basis of division of the Indian Labour Federation is not only political but also ideological. The ideological basis of such division is found in the aims and objectives of central labour federation. However, the ideological basis related to difference in the objectives and methods of the Indian Labour Federation is nowhere explicitly exposed; it can only be derived from its constitution. The main objectives of I.N.T.U.C. according to the constitution are:

Objectives

Thus the constitution of the I.N.T.U.C. lay^sdown the basic objectives as follows:

- (i) To establish an order of society which is free from hindrances in the way of an all-round development of its individual members, which fasters the growth of human personality in all its aspects, and goes to the utmost limit in progressively eliminating social, political or economic exploitation and inequality, the profit motive in the economic activity and organisation of society and the anti-social concentration of power in any form;
- (ii) To place industry under national ownership and control in suitable form in order to realise the aforesaid objective in the quickest time;
- (iii) To organise society in the manner as to ensure full employment and the best utilisation of its man-power and other resources;
- (iv) To secure increasing association of the workers in to administration of industry and their full participation in its control;
- (v) To promote generally the social, civic and political interest of the working class
- (vi) To develop a sense of responsibility among the workers towards industry and community

(vii) To raise the standard of efficiency and discipline among the workers-

Thus the basic objectives of the I.N.T.U.C. can be said to be inspired by the "Sarvodaya Philosophy". The I.N.T.U.C. also stands for gradual transformation of the existing social order. That is why the constitution speaks of "Progressive elimination of all types of inequalities". The means to be adopted for the furtherance of these objectives are to be peaceful and consistent with truth. It seeks to establish an order of society conducive to the growth of human personality in all its forms, eliminating of all types of exploitation and anti-social concentration. The spirit of brotherhood, solidarity, service, cooperation and mutual help is to be fostered among the workers.

All India Trade Union Congress (A.I.T.U.C.)

The A.I.T.U.C. founded in 1920 and now dominated by the communists, aims to establish a socialist state in India and to socialise and nationalize the entire means of production, distribution and exchange its thesis is that labour and capital cannot be reconciled within a socialistic system and that trade unions are organs of class-struggle.

Objectives

The basic objectives of the All India Trade Union Congress (A.I.T.U.C.) is very explicit. They are defined in the constitution as follows:

- (a) To establish a socialist state in India;
- (b) To socialise and nationalise the means of production, distribution and exchange as far as possible;
- (c) To ameliorate the economic and social conditions of the working class;
- (d) To watch, promote, safeguard and further the interests rights and privileges of the workers in all matters relating to their employment.

Another aspect is to coordinate the workers who are affiliated to Union irrespective of caste, creed, religion, community or race. Demands of the A.I.T.U.C. for furtherance of these objectives as embodied in its constitution are statutory enactment for the six hours working day, minimum living wage, weekly payment, social security measures, proper housing facilities, abolition of employment below 15 years etc

Hind Mazdoor Sabha (H.M.S)

The H.M.S is a central labour association guided and controlled by the socialist group and was formed in 1948. The aim of the organisation is to promote the establishment of a democratic socialist society in India. It is in effect an organ of Praja Socialist Party and is based on the ideology of this political party. H.M.S is very critical about government labour policy.

Objectives

According to the manifesto of the Hind Mazdoor Sabha, the objective is primarily to bring a socialist state in which a worker shall have an opportunity for full development and his mental and physical personality. Other objectives are as follows:

- (1) A living wage to all working people
- (2) Guaranteed work to every citizen
- (3) Introduction of full social security measures and comprehensive medical care
- (4) Provision of adequate leisure in the form of reasonable hours of work and holiday with pay
- (5) Adequate and proper housing facilities to the workers
- (6) Introduction of free and compulsory education and facilities for vocational guidance
- (7) Effective recognition of the right of collective bargaining

The Need for Affiliation

"To live alone, one must be either a beast or a God" said Aristotle. Barbara Strangand sings a song that tells us "people need people". Whether in society or in industry 'people need people' and identify with the fellow being to meet the personal needs and motivation of the organism. We can distinguish between two general reasons for wanting to become a part of a group. Schachter (1959)²³. First,

23. Schachter, Stanly (1959) The Psychology of affiliation. Stanford University Press. Stanford, California.

social exchange theory would note that a person may join because the group is a means to an end. In this case the individual has a personal goal that can be met only by affiliating with others or by joining a group.

But, reinforcement theory would observe that groups may also represent rewards in and of themselves. Schachter and others (for example Bark, Zdep and Kushnor, 1973) suggest that needs such as those for approval and for development of an identity, can be met only by others. It is some times difficult to separate the concept of the group as a means and the group as an end itself, but cases in which company of others is itself the object reflect the latter's goal. The two goals can be fulfilled by the same behaviour.

Another implicit value of joining a group is that such a process offers a vehicle for self-evaluation. Not only we want information about how we appear to other people, but^{also} we want to evaluate our own skills and beliefs. Affiliating with others can aid us in the attainment of many of our goals. Another view expressed by Schachter (1959)²⁴, related to painful stimulus, which seeks the organism to affiliate with each other. He reported that the anticipated exposure to a painful external stimulus determines the degree to which a person wishes to affiliate with each other; the greater the

24. Opt.ct.

anticipated pain, the stronger the desire to await onset of a pain in the company of others in the same predicament. In attempting to account theoretically for this finding Schachter mentions such motivational forces as the subject needs for re-assurance, distraction, escape and information. Among the various possible explanations Schachter appears to favour one derived from Festinger (1954)²⁵ theory of social comparison. Adopting that theory to the phenomena under investigation, Schachter, postulated that the arousal of any strong emotion evoked a need for comparison. He concluded that there is a strong positive relationship between fear and index of affiliative tendency.

Insecurity in the job, marginal decline of the standard of living due to high inflation, widening gap between haves and have-nots are coupled with denial of self-expression, steady growth of unemployment, influence of political power, mechanisation, social instability, slogan of sons of the soil are threatening the very existence of the workers. Very often these conditions penetrate deep into the life of a worker and act as painful stimuli.

It is rather difficult that seeking to be in other people's company is the result of unhappiness or uncertainty. As Saul W. Gellerman (1970)²⁶ puts it

Schachter himself points out that his work is incomplete in sense of not having weighed the effect of other motives such as sheer joy, curiosity, or dominance on affiliation.

25. Festinger L (1954) A theory of social comparison processes
Human relation 117-140

26. Motivation and Productivity. Opt. ct.

Affiliation can be a simple expression of good fellowship. In another way, affiliation can result from such things as and at least in form it is apparently an attempt to recoup some of the security that is lost when the individual is clearly no match for his environment.

Finally, affiliation can be defined as a social need which stimulates the organism into gregarious tendency - to form a group, maintain friendship, becoming members of different groups based on their needs and motives. Apparently trade union is an organisation and its members under external stress, often seek out each other and develop a feeling of closeness or cohesiveness to protect themselves. Trade union provides a feeling of security, bargaining power so that its members prone to show more affiliation towards their respective union.

A MOTIVATIONAL APPROACH TO THE HUMAN BEHAVIOUR

Historical development:

As a matter of fact very little is known about motivation. Our limitations and ignorance about many aspects of this fascinating subject were highlighted by the withering remark of "we know nothing about motivation. (Peter Drucker) All we can do is to write books about it". The obvious scepticism of this remark should make us to be more

conscious about human behaviour. Freud (1920)²⁷, Adler(1924)²⁸ Murry (1938)²⁹, Tolman (1932)³⁰, Morgan (1960)³¹ and Maslow (1954)³² are some of the many psychologists who have attempted at systematising human motives.

The study of motivation can be traced back to the writings of the ancient Greek philosophers. They presented hedonism as an explanation of human motivation. In a contemporary development William McDougall, the pioneering social psychologist, further developed instinct theory of human behaviour. He defined instinct as

an innate disposition which determines the organism to perceive or to pay attention to any object ... and to act or have an impulse to action which finds expression in a specific mode of behaviour³³

Instinct theory, later on came under heavy attack; and instinct was replaced by concept of drive. Woodworth observed that what psychology needed was a 'motivology' influenced in the past by trend. He also recognised the need for something more than a simple model of reflex arc, yet something more than the vague descriptive doctrine of instinct to account for "the spring action".

27. Freud (1920). A General Introduction to Psychoanalysis - Boni & Liverright.

28. Adler (1924). The Practice and theory of individual psychology. Horcourt Brace & Co.

29. Murry H.A. (1938). Exploration in personality. Oxford Press.

30. E.C.Tolman (1932) Purposive behaviour in animals and men Century Co. N.Y.

31. C.T.Morgan & Clifford Thomas (1960) Physiological Psychology N.Y. McGraw Hill

32. A.H.Maslow (1954) Motivation and Personality Harper & Brothers, N.Y.

33. William McDougall (1930) Introduction to Social Psychology

Woodworth clearly distinguished between mechanism and drive. Drive is the main force which makes the organism to act. He stated,

the whole reflex mechanism consisting of sense organs, sensory nerve, centre motor nerve and muscle can be thought of as a unit, and its drive is then the central stimulus.³⁴

The drive is a mechanism already aroused and thus in a position to furnish stimulation to other mechanism.

Woodworth in later stages used the term 'motive'.

Determining the tendencies (perhaps better directive tendencies) is a term that has been much used in psychology with the meaning that the inner tendency determines or directs behaviour. Technically the term motivation can be traced to the Latin word 'movere' which means to move. This meaning is evidenced by the following formal definition given by Berelson and Steiner³⁵ (1964).

a motive is an inner stage that energises, activates, or moves (hence 'motivation'), and that directs or channels behaviour toward goals.

A drive can be simply defined as a deficiency with direction. Similar to Hull's use of the term, drives are action-oriented and provide an energising thirst towards goal accomplishment. They are at the very heart of motivational process.

34. Woodworth (1938)

35. Bernard Berelson and Gary A. Steiner (1964) Human Behaviour. Harcourt, Brace and World Inc., New York page 240.

Classification of Motives

The drive or motives may be classified into primary, general and secondary categories. The primary motives are unlearned and physiologically based, common primary motives include hunger, thirst, sleep, avoidance of pain, sex and maternal concern. The general motives are also unlearned but are not physiologically based. Competence, curiosity, manipulation, activity and affection are examples of general motives. Secondary motives are learned and most important in the industrial set up. The need for power, achievement, affiliation, security and status are major motivating forces in the behaviour of organizational participants.

General Motives

An understanding of general motive is important to the study of human behaviour - especially in organisation. They are more relevant to the organisational behaviour than are the primary motives.

The Competence Motive

Robert W. White is most closely associated with the competence motive. He assumed that all organisms, animal or human, have capacity to interact effectively with the environment. He called this common capacity competence.

It receives substantial contribution from activities which, though playful and exploratory in character, at the same time show direction, selectivity, and persistence in interacting with the environment³⁶

36. Robert W. White (1959) Motivation reconsider - The concept of competence, Psychological review, September p 329.

Thus defined, the competence motive emerges to be the most inclusive general drive. The other general drives are: curiosity, manipulation, activity, affection etc.

The Organisation of motives within individuals:

Maslow (1943)³⁷ has suggested that motives are organised hierarchically and that the more basic (lower level) needs in the hierarchy are more propotent i.e. if a lower level is not satisfied, its satisfaction is sought before any of the higher level needs. Most of the needs listed by Maslow have been emphasized by one or other psychologist. Physiological needs by Morgan (1947)³⁸ and other physiological psychologists - safety by Horney(1939)³⁹ Sullivan (1956)⁴⁰ love and belongingness by psycho-analysts; esteem by Adler (1929)⁴¹ and self actualisation by Goldstein⁴².

37. Maslow A.H. (1943) A theory of human motivation
Psychological review. 50 page 370-96.

38. C.T. Morgan (1947) Physiological psychology McGrahill

39. K. Horney (1939) New ways in psycho-analysis W.W.Norton

40. H.S.Sullivan (1956) Concept of modern psychiatry,
Norton

41. A. Adler (1929), The Practice and theory of individual
psychology, Horcourt Brace & Co.

42. Goldstein The organism. American book

A stripped down version of Maslow⁴³ hierarchy of needs has been put forward by Alderfer (1969⁴⁴-1972⁴⁵) combining Maslow's lower two level into one (existence needs), retaining his middle level (relatedness needs) and combining the top two levels (growth needs). Alderfer reported that the less a higher level need is satisfied, the more an individual will seek satisfaction of the next below, even though it has been previously satisfied. Thus frustration leads to a kind of regression in the level of need at which the individual operates.

Achievement Motivation

On the basis of research evidence, McClelland (1961)⁴⁶ suggests that people high in such motivation are more likely to have grown up in environments which expected competence with them, gave them independence at an early age and evaluated them highly. In support of McClelland, a number of studies have found that general administrative management success was positively co-related with achievement motivation.

43. Maslow A.H. (1943) A Theory of human motivation
A psychological review, Vol.50, pp 370-96.

44. Alderfer C.P. (1969) An Empirical test of a new theory of human needs - Organisational behaviour and human performance, Volume-4, pp 142-75.

45. Alderfer C.P.(1972) Existence, relatedness and growth - human needs in organisational setting. New York Free Press.

46. McClelland D.C. (1961) The achieving Society (New York Van Nostrand)

Included among other important motives are affiliation, approval, dependence, self-esteem, dominance, aggression, which play a very important role in the organisational set up.

A Motivational Approach to the Labour Problem:

A study of motivation is concerned with how what has been learnt in the past and how what is momentarily perceived by the individual combined with still other factors to influence the direction vigour and persistence of his behaviour on any particular occasion. According to Heud, all behaviour is motivated, in his own words

when the object becomes a source of pleasurable feelings a moto tendency is set up which strives to bring object near to and incorporate it into the ego⁴⁷

Motivation acts as a source of energy propel a static machine. The contact theories of motivation attempt to determine what is that motivates people at work. At first it was felt to be money only and then little later it was felt to be also working conditions, security and perhaps a democratic style of supervision. (Human relation). More recently the content of motivation has been deemed to be the so called 'higher level' needs of motives, such as esteem, and self actualisation, (Maslow) and responsibility, recognition, achievement, and

47. Jones (1958) Nebraska Symposium on motivation. Linclon University, Nebraska Press.

growth (Herzberg)⁴⁸.

Motives and Incentives

A very useful distinction is made between the two terms, motives and incentives. "An incentive is an outward stimulus that activates a need to bring the motive to work" Harrell (1949)⁴⁹. The common incentives offered by industry to workers are pay and other forms of rewards and benefits and also the negative incentive of punishment and reprimands. Regarding the financial incentive, Ganguly (1960)⁵⁰ concluded that in India

studies in private industries as well as in governmental organisation of workers as well as supervisors, have brought out the very first place man give to remuneration.

If this conclusion is valid for the entire industrial population in India, then it is possible to argue that basic needs of most of the industrial workers are poorly satisfied and hence high place is given to money.

However, it is our belief that problem of motivation cannot be solved by means of material reward alone. So long as a person's psychological need for creative, responsible work and

48. Frederick Herzberg, Bernard Mausner and Barbara Bloch Snyderman (1959). The motivation to work. John Wiley & Sons Inc., New York.

49. Harrell T.W. (1949). Industrial Psychology. Rinehart & Co. Inc., New York, page -267.

50. H.A.Ganguly (1960) Motivation at Work. Asia Publishing House, Bombay.

social needs of working in co-operation and harmony with others are not adequately met, this problem of worker apathy will continue.

Needs

The best oneword definition of a Need is 'deficiency' in the homeostatic sense, needs are created whenever there is a Physiological or Psychological imbalance. Needs are the internal felt wants of individuals. They are also referred to as drives or desires. Need activates drive and drive activates behaviour. Based on Abraham Maslow's ~~theory~~ hierarchial theory of motivation, McGregor⁵¹ described the human needs in the following manner.

Physiological needs:

The physiological needs are taken as most important needs of all. Hunger, thirst and sleep come under physical needs. Satisfaction of the physical needs are based on the economic condition of a country, industrial growth, distribution of wealth, etc.

Safety needs:

The safety needs are concerned with protection against danger, threat and deprivation. Protection against physical

51. D.M. McGregor (1957). The Human side of enterprise, Management Review, November.

dangers are less in a civilised world. On the other hand, in an industrial society, safety needs may take on considerable importance in context of the dependent relationship of employees to employers.

Social Needs

Social needs are needs for belonging, for association, for love, for acceptance by his fellows and for giving and receiving friendship.

The Ego Needs

McGregor⁵² distinguished two kinds of ego needs, one, those needs that relate to one's self esteem needs for self confidence, for achievement for competence, for knowledge; second those needs that relate to one's reputation-needs for status for recognition for appreciation and for the deserved respect of one's fellows. However, this need does not become dominant until the lower needs have been reasonably fulfilled.

Affiliation is a powerful motive. Affiliation with others can aid the organism to attain many of his goals. In the organisational setup the affiliative tendencies of the organism can be studied and emphasised for better research.

52. McGregor. Opt. ct.

The Psychologists have emphasized mainly on general affiliation tendencies and also given importance to the process of affiliation in pleasant and painful situation. Affiliation is a potential area. Much emphasis has been given to it in general but it has not received due attention in the field of industrial Psychology especially with labour relation.

Study of the effect of the affiliation motive on the job behaviour needs deeper study. If we explore and find out ways and means of affiliation and its impact on industrial production, group behaviour, trade union activities in Indian condition and cultural milieu it may reveal a number of hidden Phenomena. Possibly it may give an insight into the Psychology of Indian labour.

Research on trade union affiliation is still in a primitive stage. More exploratory work should be carried out. In the present study trade union affiliation is assessed in five affiliative syndromes. So also emphasis is given on motivational and personal needs of the union member.

Summary

(1) In the industrial society, there is a functional distribution between management and the managed. The gulf between the management and the worker is widening, and creating an impersonal relationship. To protect the rights

of the worker, the effect of an individual worker may not bear any fruits. So he has to form a group which is known as trade union to have a collective bargaining.

(2) Unionisation is a type of group activity, based on the principles of affiliation. Both the painful and pleasure principles are enforcing the worker to unite each other to protect themselves. A variety of factors have been found with the effect of these process of affiliation - acceptance, rejection, high anxiety, unpleasant past, similarity between the people, self evaluation and objective of evaluation of opinion and emotion.

(3) Unions are largely instrumental for protecting and enhancing the immediate economic interest of the workers. They also organise because of job dissatisfaction with economic aspects of the work situation. For a labour collective bargaining is possible only through unionisation.

(4) Perception of unionisation from the academic point of view varies. Political observers feel that unionisation is a politically oriented movement to bring a social and economic reforms. On the other hand Karl Marx observed that unionisation is creating a classless society to overthrow capitalists. It is also true, according to Gandhiji that trade union is an application of non-violence and principle of truth.

(5) The need for affiliation is a human desire. Affiliative tendency offers a vehicle for self evaluation. An individual

can affiliate with the group in a pleasurable and painful situation. Trade Union is essentially an outcome of affiliative tendencies of both painful and pleasure situations. Trade union provides a feeling of security, bargaining power - so that its members are prone to show more affiliation towards union.

(6) Many of the human behaviour can be explained with the help of human motivation. Every act is motivated. The motives may be classified into primary, general and secondary categories. The affiliative motive is of higher need. Other important motives are approval, dependency self-esteem, dominance, aggression which play a very important role in the organisational set-up. Needs are internal felt wants of individual. They are also referred to as drives or desires.

The present review should not be taken as an exhaustive work, although care has been taken to include all the pertinent results in areas. The second chapter deals with the review of literature.