# CHAPTER V

## PERFORMANCE OF TRADE UNION IN PUBLIC SECTOR JUTE MILLS

## 5.1. Introduction

In Bangladesh, nationalised jute mills comprise the largest mills in terms of production, export and employment generation. This chapter gives an exposition of performance of trade union in public sector jute mills of Bangladesh with the emphasis of detailed analysis of two jute mills, namely, Jessore Jute Industries (JJI) and Rajshahi Jute Mills (RJM). We have collected secondary data to represent macro-economic scenario of production, export, internal consumption of jute goods of Bangladesh. Manpower position of different types of jute industry (especially the nationalised and private jute mills) has also been portrayed. Opinion survey has been conducted and according to our purpose we have conducted survey with the workers (80 workers each and in total 160 workers), trade union leaders and mill's executives and presented them in tabular forms. We have also tested homogeneity and/or indifference of two mills on the basis of age, education, parental occupation, role of trade unions, management's attitude towards workers, ways of presenting demands, negotiation process, volume of disputes, settlement of disputes, cause of disputes, nature of workers cooperation, etc. with the help of $\chi^2$ (Chi-square).

## 5.2. Short History of the two Jute Mills

There was no Jute mill in the then East Pakistan (now Bangladesh) up to 1947. In 1950s, jute mills took its start in Narayanganj, Dhaka and Daulatpur, Khulna under private initiatives. Around 1960, the then East Pakistan Industrial Development Council (EPIDC) established twelve jute mills in Bangladesh having 8000 looms. During that time, there was no jute mill in northern districts. Virtually decisions were taken to establish two jute mills in northern areas one at Rajshahi and another at Sirajganj. In 1969, Rajshahi Jute Mill (RJM) was established with a view to (i) use the locally available raw jute, (ii) to solve unemployment problem, (iii) to earn huge foreign exchange, and (iv) facilitate the rapid industrialization programme. The site was selected due to low cost of land, convenience in transport of raw materials, cheap labour supply etc. Rajshahi jute mill was established at Shampur, Rajshahi, 8 km. away from Rajshahi town.

Jessore Jute Industries (JJI) was established in 1970 in Rajghat, with the similar facilities in raw jute, labour supply available, land and

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**Table – 5.3**

**World Statistics of Export (000 MT)**

| Country | 1995-96 | 1996-97 | 1997-98 | 1998-99 | Avg. | SD | CV | AGR |
|---|---|---|---|---|---|---|---|---|
| World Total | 820.6 | 728.7 | 719.2 | 716.4 | 746.23 | 43.18 | 5.79 | 114.54 |
| Bangladesh | 427.9 | 409.6 | 343.9 | 432.2 | 403.40 | 35.38 | 8.77 | 99.01 |
| India | 229.4 | 180.7 | 245.4 | 173 | 207.13 | 30.92 | 14.93 | 132.60 |
| China | 29.9 | 16.7 | 14.7 | 6.9 | 17.05 | 8.27 | 48.52 | 433.33 |
| Thailand | 24.7 | 11.7 | 9.8 | 6.7 | 13.23 | 6.86 | 51.88 | 368.66 |
| Pakistan | 0 | 0 | 0 | 0 | 0.00 | 0.00 | - | - |
| Nepal | 10 | 10 | 10 | 10 | 10.00 | 0.00 | 0.00 | 100.00 |
| Rest world of the | 98.7 | 100 | 95.4 | 87.6 | 95.43 | 4.82 | 5.05 | 112.67 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table 5.3 shows that Bangladesh is the leading exporting country of jute goods in the world and India occupies the second position.

**Table – 5.4**

**Production of Jute goods in Bangladesh (000 MT)**

| Organisation | 1996-97 | 1997-98 | 1998-99 | 1999-2000 | Average | SD | CV | AGR |
|---|---|---|---|---|---|---|---|---|
| BJMC | 271.53 | 255.29 | 236.19 | 234.9 | 249.478 | 17.4084 | 6.977951 | 115.594 |
| BJMA | 139.22 | 153.59 | 132.06 | 104.2 | 132.268 | 20.743 | 15.6826 | 133.608 |
| BJSA | 119 | 132.19 | 147.77 | 149.6 | 137.14 | 14.3969 | 10.49794 | 79.5455 |
| Bangladesh Total | 529.75 | 541.07 | 516.02 | 488.7 | 518.885 | 22.58 | 4.351632 | 108.4 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table Portrays that the average Production of BJMC and BJMA were 249.478 and 132.268, SD was 17.4084 & 20.743, CV was 6.977951 & 15.6826 and AGR 115.594 & 135.608 during 1996-2000 respectively.

**Table – 5.5**

**Total Export (000 MT) of Bangladesh during 1996-2000**

| Organisation | 1996-97 | 1997-98 | 1998-99 | 1999-2000 | Avg. | SD | CV | AGR |
|---|---|---|---|---|---|---|---|---|
| BJMC | 192.85 | 160.27 | 223.84 | 201.6 | 194.64 | 147.62 | 75.84 | 134.69 |
| BJMA | 91.06 | 76.2 | 78.97 | 67.5 | 78.43 | 162.70 | 207.44 | 206.25 |
| BJSA | 109 | 116.49 | 130.57 | 134.4 | 122.62 | 163.60 | 133.43 | 88.54 |
| Bangladesh Total | 392.91 | 352.96 | 433.38 | 403.5 | 395.69 | 173.77 | 43.92 | 131.29 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

**Table 5.5 focuses that the average exports of BJMC and BJMA were 2194.64 & 78.43, SD was 147.62 & 162.70, CV was 75.84 & 207.44 and AGR 134.69 & 206.25 during 1996-2000 respectively.**

**Table – 5.6**
**Looms Installed and Operated (BJMC & BJMA)**

| Period | Installed (Operable) | | | | | Operated | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Hessian | Sacking | CBC | Others | Total | Hessian | Sacking | CBC | Others | Total |
| 1989-90 | 14955 (57.47%) | 8420 (32.36%) | 2498 (9.60%) | 147 (0.56%) | 26020 (100%) | 12589 (57.72%) | 7351 (33%) | 1773 (8.13%) | 98 (0.45%) | 21811 (100%) |
| 1990-91 | 14955 (57.47%) | 8420 (32.36%) | 2498 (9.60%) | 147 (0.5%) | 26020 (100%) | 12111 (60.73%) | 5799 (29.08%) | 1943 (9.74%) | 91 (0.45%) | 19944 (100%) |
| 1991-92 | 15029 (57.73%) | 8346 (32.06%) | 2498 (9.60%) | 160 (0.61%) | 26033 (100%) | 11051 (56.62%) | 6390 (32.74%) | 1991 (10.20%) | 85 (0.44%) | 19517 (100%) |
| 1992-93 | 15004 (57.61%) | 8371 (32.14%) | 2498 (9.60%) | 169 (0.65%) | 26042 (100%) | 9694 (51.30%) | 7192 (38.06%) | 1915 (10.13%) | 97 (0.51%) | 18898 (100%) |
| 1993-94 | 14985 (57.33%) | 8390 (32.21%) | 2498 (9.59%) | 174 (0.67%) | 26047 (100%) | 9512 (53.77%) | 6312 (35.68%) | 1758 (9.94%) | 108 (0.61%) | 17690 (100%) |
| 1994-95 | 14141 (57.13%) | 8095 (32.71%) | 2363 (9.55%) | 152 (0.61%) | 24751 (100%) | 9669 (54.62%) | 6180 (34.91%) | 1755 (9.92%) | 98 (0.55%) | 17702 (100%) |
| 1995-96 | 14357 (57.45%) | 8124 (32.51%) | 2355 (9.42%) | 155 (0.62%) | 24991 (100%) | 8502 (51.29%) | 6246 (37.68%) | 1739 (10.49%) | 89 (0.51%) | 16576 (100%) |
| 1996-97 | 14946 (57.61%) | 8424 (32.47%) | 2420 (9.32%) | 155 (0.60%) | 25945 (100%) | 8004 (49.11%) | 6666 (40.90%) | 1546 (9.49%) | 83 (0.50%) | 16299 (100%) |
| 1997-98 | 14946 (57.63%) | 8424 (32.48%) | 2420 (9.33%) | 146 (0.56%) | 25936 (100%) | 7835 (47.91%) | 6930 (42.38%) | 1503 (9.19%) | 85 (0.52%) | 16353 (100%) |
| 1998-99 | 14905 (57.41%) | 8485 (32.68%) | 2420 (9.32%) | 154 (0.59%) | 25964 (100%) | 7830 (50.35%) | 6314 (40.60%) | 1334 (8.58%) | 73 (0.47%) | 15551 (100%) |
| 1999-2000 | 14329 (57.67%) | 8083 (32.53%) | 2282 (9.18%) | 154 (0.62%) | 24848 (100%) | 7845 (52.49%) | 5683 (38.03%) | 1340 (8.97%) | 77 (0.51%) | 14945 (100%) |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| BJMC | 8592 (58.78%) | 4508 (30.84%) | 1421 (9.72%) | 95 (0.66%) | 14616 (100%) | 6245 (55.71%) | 3828 (34.15%) | 1089 (9.71%) | 48 (0.43%) | 11210 (100%) |
| BJMA | 5737 (56.07%) | 3575 (34.94%) | 861 (8.41%) | 59 (0.58%) | 10232 (100%) | 1600 (42.84%) | 1855 (49.67%) | 251 (6.72%) | 29 (0.77%) | 3735 (100%) |
| Average | 13606.23 | 7666.54 | 2233.23 | 143.62 | 23649.62 | 8652.85 | 5903.54 | 1533.62 | 81.62 | 16171.62 |
| SD | 2817.98 | 1561.99 | 482.94 | 30.30 | 4885.84 | 2689.59 | 1438.86 | 450.84 | 20.81 | 4391.38 |
| CV | 20.71 | 20.37 | 21.62 | 21.10 | 20.66 | 31.08 | 24.37 | 29.40 | 25.50 | 27.15 |
| AGR | 260.68 | 235.52 | 290.13 | 249.15 | 254.30 | 786.81 | 396.28 | 706.37 | 337.93 | 583.96 |
| Annual Growth Rate | -39.3 | -12.28 | -17.5 | -0.24 | -69.32 | -498.93 | -52.53 | -62.02 | -2.04 | -615.51 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Average installed loom were 23649 during 1998-90 to 2000.
Average operating loom were 16171.62 during and 89-90 to 2000.
Figures within the parentheses indicate percentage to total.

Table – 5.7

## Weaving Production & Raw Jute Consumption (BJMC & BJMA)

| Period | Hessian | | Sacking | | CBC | | Carpet | Others | Total Prod. | Raw Jute Consumption |
|---|---|---|---|---|---|---|---|---|---|---|
| | 000' Meter | Ton | 000' Meter | Ton | 000' Meter | Ton | Ton | Ton | | Million Bales of 180 Kg. |
| 1989-90 | 637458 | 177687 (33.58) | 622627 | 268213 (51.44) | 91613 | 67449 (12.75) | 711 (0.13) | 15045 (2.85) | 529106 (100.00) | 2.96 |
| 1990-91 | 568385 | 158479 (36.51) | 456789 | 202635 (46.70) | 80518 | 57179 (13.18) | 543 (0.13) | 15085 (3.48) | 433921 (100.00) | 2.468 |
| 1991-92 | 475348 | 131858 (31.67) | 452121 | 200764 (48.22) | 83510 | 61001 (14.65) | 818 (0.20) | 21936 (5.26) | 416377 (100.00) | 2.344 |
| 1992-93 | 418458 | 116295 (26.09) | 548450 | 244756 (54.91) | 78126 | 56344 (12.64) | 1356 (0.30) | 27027 (6.06) | 445778 (100.00) | 2.504 |
| 1993-94 | 410456 | 115069 (27.28) | 509309 | 223719 (53.04) | 70642 | 51710 (12.26) | 3322 (0.79) | 27986 (6.63) | 421806 (100.00) | 2.407 |
| 1994-95 | 0 | 117550 (27.64) | 0 | 214487 (50.42) | 0 | 50169 (11.79) | 2640 (0.62) | 40519 (9.53) | 425365 (100.00) | 2.401 |
| 1995-96 | 0 | 100721 (24.87) | 0 | 209551 (51.74) | 0 | 48470 (11.97) | 3083 (0.76) | 43156 (10.66) | 404981 (100.00) | 2.32 |
| 1996-97 | 0 | 93055 (22.65) | 0 | 225456 (54.89) | 0 | 44444 (10.82) | 2780 (0.68) | 45015 (10.96) | 410750 (100.00) | 2.3 |
| 1997-98 | 0 | 88108 (21.55) | 0 | 229994 (56.25) | 0 | 40293 (9.85) | 2104 (0.51) | 48383 (11.84) | 408882 (100.00) | 2.282 |
| 1998-99 | 0 | 88907 (24.14) | 0 | 198804 (53.98) | 0 | 37666 (10.23) | 1347 (0.37) | 41531 (11.28) | 368255 (100.00) | 2.118 |
| 1999-2000 | 0 | 90446 (26.67) | 0 | 180449 (53.20) | 0 | 36883 (10.88) | 1349 (0.40) | 30017 (8.85) | 339144 (100.00) | 1.941 |
| BJMC | 0 | 71664 (30.50) | 0 | 126850 (53.99) | 0 | 28002 (11.92) | 376 (0.16) | 8052 (3.43) | 234944 (100.00) | 1.357 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| BJMA | 0 | 18782 (18.02) | 0 | 53599 (51.44) | 0 | 8881 (8.52) | 973 (0.94) | 21965 (21.08) | 104200 (100.00) | 0.584 |
| Average | 193085.00 | 105278.54 | 199176.62 | 198405.92 | 31108.38 | 45268.54 | 1646.31 | 29670.54 | 380269.92 | 2.15 |
| SD | 250274.85 | 37939.40 | 254981.12 | 52776.59 | 39578.03 | 14820.73 | 979.08 | 12554.42 | 102248.83 | 0.57 |
| CV | 129.62 | 36.04 | 128.02 | 26.60 | 127.23 | 32.74 | 59.47 | 42.31 | 26.89 | 26.54 |
| AGR | 155.30 | 946.05 | 122.25 | 500.41 | 129.69 | 759.48 | 73.07 | 68.50 | 507.78 | 506.85 |
| Annual Growth Rate | | -8241.55 | | -3811.11 | | -2091.51 | 117.03 | 2828.46 | -12016.7 | -0.065 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Annual total production was 380269.92 during 1990-2000.
Annual total Raw Jute consumption 2.15 (Million Bales of 180 kg.) during 1990-2000.
Figures within the parentheses indicate percentage to total.

**Table – 5.8**
**Weaving Production in India**

| Period | Hessian | | Sacking | | CBC | Others | Total |
|---|---|---|---|---|---|---|---|
| | 000' Meter | Ton | 000' Meter | Ton | 000' Meter | Ton | Ton |
| 1989-90 | 1088045 | 340.8 (25.32) | 1552326 | 716.3 (53.23) | 30.0 (2.23) | 258.8 (19.23) | 1345.9 (100.00) |
| 1990-91 | 1086445 | 340.3 (23.93) | 1712478 | 790.2 (55.58) | 19.9 (1.40) | 271.4 (19.09) | 1421.8 (100.00) |
| 1991-92 | 1081976 | 338.9 (26.66) | 1360835 | 628.2 (49.43) | 28.7 (2.26) | 275.2 (21.65) | 1271.0 (100.00) |
| 1992-93 | 1005034 | 314.8 (23.44) | 1525457 | 703.9 (52.42) | 29.2 (2.18) | 294.9 (21.96) | 1342.8 (100.00) |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1993-94 | 1063680 | 332.6 (23.73) | 1599296 | 737 (52.59) | 24.6 (1.76) | 307.2 (21.92) | 1401.4 (100.00) |
| 1994-95 | 0 | 353.2 (25.23) | 0 | 708.9 (50.63) | 33.2 (2.37) | 304.8 (21.77) | 1400.1 (100.00) |
| 1995-96 | 0 | 403.9 (28.70) | 0 | 655.2 (46.55) | 29.2 (2.08) | 319.1 (22.67) | 1407.4 (100.00) |
| 1996-97 | 0 | 390.4 (26.58) | 0 | 694.8 (47.30) | 23.8 (1.62) | 359.9 (24.50) | 1468.9 (100.00) |
| 1997-98 | 0 | 371.7 (21.98) | 0 | 913.7 (54.03) | 19.1 (1.13) | 386.6 (22.86) | 1691.1 (100.00) |
| 1998-99 | 0 | 335.6 (21.39) | 0 | 891.5 (56.83) | 16.3 (1.04) | 325.2 (20.74) | 1568.6 (100.00) |
| 1999-2000 | 0 | 313.9 (21.66) | 0 | 822.6 (56.77) | 6.7 (0.46) | 305.8 (21.11) | 1449.0 (100.00) |
| Average | 484107.27 | 348.74 | 704581.09 | 751.12 | 23.70 | 309.90 | 1433.45 |
| SD | 530730.79 | 27.56 | 775661.35 | 88.26 | 7.36 | 36.02 | 109.28 |
| CV | 109.63 | 7.90 | 110.09 | 11.75 | 31.05 | 11.62 | 7.62 |
| AGR | 102.29 | 108.57 | 97.06 | 87.08 | 447.76 | 84.63 | 92.88 |
| Annual Growth Rate | | 1.52 | | 15.39 | -1.51 | 8.42 | 22.83 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table indicates that Annul production was 1433.45, SD was 109.28, CV was 7.62, Average 92.88.
Figures in the parentheses indicate percentage to total.

**Table – 5.9**
**Export Quantity in Tone (BJMC & BJMA)**

| Period | Hessian | Sacking | CBC | Carpet | Others | Total |
|---|---|---|---|---|---|---|
| 1989-90 | 195787 (40.22) | 209838 (43.10) | 69018 (14.18) | 514 (0.10) | 11687 (2.40) | 486844 (100.00) |
| 1990-91 | 131097 (40.44) | 122128 (37.67) | 59187 (18.26) | 465 (0.14) | 11299 (3.49) | 324176 (100.00) |
| 1991-92 | 132333 (32.45) | 197905 (48.54) | 58815 (14.42) | 703 (4.42) | 17988 (4.42) | 407744 (100.00) |
| 1992-93 | 123268 (30.16) | 215260 (52.66) | 48190 (11.79) | 994 (0.24) | 21026 (5.15) | 408738 (100.00) |
| 1993-94 | 133462 (35.55) | 158488 (42.22) | 57156 (15.22) | 1755 (0.47) | 24552 (6.54) | 375413 (100.00) |
| 1994-95 | 115037 (29.94) | 188590 (49.09) | 48135 (12.53) | 1539 (0.40) | 30890 (8.04) | 384191 (100.00) |
| 1995-96 | 98173 (28.33) | 167704 (48.38) | 44591 (12.87) | 1857 (0.54) | 34258 (9.88) | 346583 (100.00) |
| 1996-97 | 65512 (23.07) | 147276 (51.87) | 33332 (11.75) | 1660 (0.58) | 36132 (12.73) | 283912 (100.00) |
| 1997-98 | 77556 (32.18) | 88824 (36.86) | 35307 (14.65) | 910 (0.38) | 38379 (15.93) | 240976 (100.00) |
| 1998-99 | 105666 (34.89) | 137782 (45.50) | 25696 (8.50) | 710 (0.23) | 32959 (10.88) | 302813 (100.00) |
| 1999-2000 | 85721 (31.85) | 122782 (45.62) | 35473 (13.18) | 465 (0.17) | 24690 (9.18) | 269131 (100.00) |
| BJMC | 70449 (34.95) | 98254 (48.74) | 27085 (13.44) | 284 (0.14) | 5521 (2.73) | 201593 (100.00) |
| BJMA | 15272 (22.61) | 24528 (36.32) | 8388 (12.42) | 181 (0.27) | 19169 (28.38) | 67538 (100.00) |
| Average | 103794.85 | 144566.08 | 42336.38 | 925.92 | 23734.62 | 315357.85 |
| SD | 41945.19 | 52229.44 | 16171.17 | 563.76 | 10036.45 | 103490.19 |
| CV | 40.41 | 36.13 | 38.20 | 60.89 | 42.29 | 32.82 |
| AGR | 1282.00 | 855.50 | 822.82 | 283.98 | 60.97 | 720.84 |
| Annual Growth Rate | -8792.6 | -7515.08 | -3768.13 | 25.36 | 2297.69 | 720.84 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table – 5.9: Shows that Annul average Export in quantity was 315357.85, SD was 103490.19, CV was 32.82, ARG 720.84

Figures within parentheses indicate percentage to total.

**Table – 5.10**
**Export Value (BJMC & BJMA) (In Million Taka)**

| Period | Hessian | Sacking | CBC | Carpet | Others | Total |
|---|---|---|---|---|---|---|
| 1989-90 | 4669.2 (48.93) | 2930.6 (30.71) | 1596.8 (16.73) | 47 (0.50) | 299 (3.13) | 9542.6 (100.00) |
| 1990-91 | 3563.7 (49.40) | 1865.4 (25.86) | 1390.9 (19.28) | 46 (0.64) | 347.5 (4.82) | 7213.5 (100.00) |
| 1991-92 | 3448.7 (39.61) | 3066 (35.21) | 1536.9 (17.65) | 67.9 (0.78) | 587.8 (6.75) | 8707.3 (100.00) |
| 1992-93 | 2758.4 (34.31) | 3302.6 (41.08) | 1269.5 (15.79) | 94 (1.17) | 614.4 (7.65) | 8038.9 (100.00) |
| 1993-94 | 3020.9 (38.92) | 2512.4 (32.36) | 1435.6 (18.49) | 161.6 (2.08) | 633 (8.15) | 7763.5 (100.00) |
| 1994-95 | 3000.4 (36.12) | 2961.7 (35.65) | 1370.4 (16.50) | 153.6 (1.85) | 820.5 (9.87) | 8306.6 (100.00) |
| 1995-96 | 3279.1 (36.25) | 3135.1 (34.66) | 1464.5 (16.19) | 190.1 (2.10) | 977.5 (10.80) | 9046.3 (100.00) |
| 1996-97 | 2477.2 (28.70) | 3695.2 (42.83) | 1147.6 (13.30) | 179.1 (2.08) | 1129.2 (13.09) | 8628.3 (100.00) |
| 1997-98 | 2452.1 (35.94) | 2135.4 (31.30) | 1202.8 (17.63) | 106 (1.55) | 925.6 (13.58) | 6821.9 (100.00) |
| 1998-99 | 3208.4 (41.67) | 2729.6 (35.46) | 885.6 (11.50) | 84.8 (1.10) | 790.3 (10.27) | 7698.7 (100.00) |
| 1999-2000 | 2926 (40.21) | 2484 (34.14) | 1215.1 (16.70) | 48 (0.66) | 602.8 (8.29) | 7275.9 (100.00) |
| BJMC | 2343.7 (43.40) | 1981 (36.68) | 939.3 (17.39) | 35.9 (0.66) | 100.2 (1.87) | 5400.1 (100.00) |
| BJMA | 582.3 (31.20) | 503 (26.82) | 275.8 (14.70) | 12.1 (0.65) | 502.6 (26.69) | 1875.8 (100.00) |
| Average | 2902.32 | 2561.69 | 1210.06 | 94.32 | 640.80 | 7409.18 |
| SD | 886.50 | 784.05 | 338.48 | 56.99 | 278.30 | 1898.78 |
| CV | 30.54 | 30.61 | 27.97 | 60.42 | 43.43 | 25.63 |
| AGR | 801.85 | 582.62 | 578.97 | 388.43 | 59.49 | 508.72 |
| Annual Growth Rate | -122.10 | -1.46 | -46.79 | -4.30 | 51.62 | -114.43 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table – 5.10: Shows that Annul average Export value in million Tk. 7409.18, SD was 1898.78 CV was 25.63, ARG 508.72. Figures within the parentheses indicate percentage to total.

**Table – 5.11**
**Internal Consumption in Quantity (BJMC & BJMA) (In Tone)**

| Period | Hessian | Sacking | CBC | Carpet | Others | Total |
|---|---|---|---|---|---|---|
| 1989-90 | 18104 (34.85) | 32022 (61.64) | 663 (1.28) | 144 (0.28) | 1013 (1.95) | 51946 (100.00) |
| 1990-91 | 7114 (13.66) | 42010 (80.66) | 562 (1.08) | 112 (0.22) | 2281 (4.38) | 52079 (100.00) |
| 1991-92 | 7260 (12.06) | 49261 (81.80) | 980 (1.63) | 133 (0.22) | 2586 (4.29) | 60220 (100.00) |
| 1992-93 | 5269 (10.11) | 41958 (80.50) | 890 (1.71) | 165 (0.32) | 3838 (7.36) | 52120 (100.00) |
| 1993-94 | 6332 (10.89) | 44014 (75.73) | 1621 (2.79) | 796 (1.37) | 5358 (9.22) | 58121 (100.00) |
| 1994-95 | 5394 (8.14) | 52880 (79.79) | 1541 (2.33) | 958 (1.44) | 5501 (8.30) | 66274 (100.00) |
| 1995-96 | 5674 (7.98) | 55166 (77.55) | 1000 (1.41) | 1685 (2.36) | 7615 (10.70) | 71140 (100.00) |
| 1996-97 | 6953 (8.74) | 61915 (77.87) | 1292 (1.62) | 1499 (1.89) | 7853 (9.88) | 79512 (100.00) |
| 1997-98 | 8421 (26.68) | 12189 (38.62) | 1570 (4.97) | 1537 (4.87) | 7848 (24.86) | 31565 (100.00) |
| 1998-99 | 4809 (5.96) | 68469 (84.86) | 1427 (1.77) | 1094 (1.36) | 4884 (6.05) | 80683 (100.00) |
| 1999-2000 | 4458 (5.59) | 68100 (85.44) | 1147 (1.45) | 1004 (1.26) | 4992 (6.26) | 79701 (100.00) |
| BJMC | 1654 (3.84) | 39259 (91.23) | 634 (1.47) | 132 (0.32) | 1352 (3.14) | 43031 (100.00) |
| BJMA | 2804 (7.65) | 28841 (78.65) | 513 (1.40) | 872 (2.38) | 3640 (9.92) | 36670 (100.00) |
| Average | 6480.46 | 45852.62 | 1064.62 | 779.31 | 4520.08 | 58697.08 |
| SD | 3793.93 | 15449.41 | 385.03 | 566.07 | 2255.11 | 15620.73 |
| CV | 58.54 | 33.69 | 36.17 | 72.64 | 49.89 | 26.61 |
| AGR | 645.65 | 111.03 | 129.24 | 16.51 | 27.83 | 141.66 |
| Annual Growth Rate | -647.79 | 2055.24 | 71.21 | 145.43 | 512.55 | 2136.63 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table – 5.11: Shows that Annul Average Internal consumption in tone 58697.08, SD was 15620.73, CV was 26.61, ARG 141.66.

Figures within the parentheses indicate percentage to total

**Table – 5.12**
**Internal Consumption Value (In million Taka) of BJMC & BJMA**

| Period | Hessian | Sacking | CBC | Carpet | Others | Total |
|---|---|---|---|---|---|---|
| 1989-90 | 485 (43.23) | 589.1 (52.50) | 14.1 (1.26) | 12.7 (1.13) | 21.1 (1.88) | 1122 (100.00) |
| 1990-91 | 231.7 (18.61) | 948.8 (76.23) | 13.4 (1.08) | 10.2 (0.82) | 40.6 (3.26) | 1244.7 (100.00) |
| 1991-92 | 195.9 (13.68) | 1121.6 (78.40) | 24.3 (1.70) | 11.4 (0.80) | 77.5 (5.42) | 1430.7 (100.00) |
| 1992-93 | 131.6 (12.48) | 802.2 (76.07) | 22.8 (2.16) | 14.3 (1.36) | 83.6 (7.93) | 1054.5 (100.00) |
| 1993-94 | 135.8 (11.15) | 877.7 (72.03) | 39.1 (3.21) | 79.7 (6.54) | 86.3 (7.07) | 1218.6 (100.00) |
| 1994-95 | 128.7 (8.74) | 1100.6 (74.78) | 40.8 (2.77) | 84.3 (5.73) | 117.4 (7.98) | 1471.8 (100.00) |
| 1995-96 | 159.6 (9.07) | 1239.2 (70.41) | 28.5 (1.62) | 151.6 (8.61) | 181.1 (10.29) | 1760 (100.00) |
| 1996-97 | 227.1 (10.35) | 1570.2 (71.59) | 42.6 (1.95) | 134.1 (6.11) | 219.2 (10.00) | 2193.2 (100.00) |
| 1997-98 | 248.3 (11.57) | 1544.5 (71.97) | 47.9 (2.23) | 122 (5.69) | 183.2 (8.58) | 2145.9 (100.00) |
| 1998-99 | 128.8 (8.12) | 1208.7 (76.18) | 40.3 (2.54) | 96.6 (6.08) | 112.3 (7.08) | 1586.7 (100.00) |
| 1999-2000 | 130.2 (7.57) | 1349.1 (78.45) | 38 (2.21) | 76.8 (4.47) | 125.5 (7.30) | 1719.6 (100.00) |
| BJMC | 47.8 (5.17) | 803.8 (86.98) | 21.1 (2.30) | 11.1 (1.20) | 40.3 (4.36) | 924.1 (100.00) |
| BJMA | 82.4 (10.36) | 545.3 (68.55) | 16.9 (2.12) | 65.7 (8.26) | 85.2 (10.71) | 795.5 (100.00) |
| Average | 179.45 | 1053.91 | 29.98 | 66.96 | 105.64 | 1435.95 |
| SD | 104.62 | 316.49 | 11.48 | 49.06 | 57.44 | 419.43 |
| CV | 58.30 | 30.03 | 38.30 | 73.26 | 54.38 | 29.21 |
| AGR | 588.59 | 108.03 | 83.43 | 19.33 | 24.77 | 141.04 |
| Annual Growth Rate | -16.49 | 72.78 | 2.97 | 11.90 | 13.56 | 141.04 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.
Table – 5.12: Focuses that Annul Average value of internal consumption in million Tk. 1435.95, SD was 419.43, CV was 29.21, ARG 141.04.
Figures within the parentheses indicate percentage to total.

**Table – 5.13**
**Weaving Production in India**

| Period | Hessian | Sacking | | CBC | | Carpet | | Others | Total |
|---|---|---|---|---|---|---|---|---|---|
| | 000' Meter | Tonne | 000' Meter | Tonne | 000' Meter | 000' Tonne | Tonne | Tonne | Tonne |
| 1989-90 | 160385 | 46975 (39.32) | 133065 | 59139 (49.49) | 13692.0 | 10854 (9.08) | 445 (0.37) | 2079.0 (1.74) | 119492.0 (100.00) |
| 1990-91 | 219252 | 57100 (35.78) | 200373 | 90257 (56.56) | 14823 | 8813 (5.52) | 397 (0.25) | 3016.0 (1.89) | 159583.0 (100.00) |
| 1991-92 | 175052 | 48618 (47.17) | 95900 | 42622 (41.35) | 10103 | 6406 (6.22) | 393 (0.38) | 5034.0 (4.88) | 103073.0 (100.00) |
| 1992-93 | 122053 | 34750 (44.86) | 52042 | 24206 (31.25) | 17038 | 11363 (14.67) | 563 (0.73) | 6580.0 (8.49) | 77462.0 (100.00) |
| 1993-94 | 0 | 10372 (17.93) | 0 | 41590 (71.91) | 0 | 1584 (2.74) | 870 (1.50) | 3422.0 (5.92) | 57838.0 (100.00) |
| 1994-95 | 0 | 7732 (31.06) | 0 | 11272 (45.28) | 0 | 1425 (5.72) | 924 (3.71) | 3539.0 (14.23) | 24892.0 (100.00) |
| 1995-96 | 0 | 5875 (25.61) | 0 | 10596 (46.19) | 0 | 2081 (9.07) | 911 (3.97) | 3476.0 (15.15) | 22939.0 (100.00) |
| 1996-97 | 0 | 31559 (62.03) | 0 | 12853 (25.26) | 0 | 2225 (4.37) | 797 (1.57) | 3444.0 (6.77) | 50878.0 (100.00) |
| 1997-98 | 0 | 32531 (27.80) | 0 | 70938 (60.65) | 0 | 5192 (4.44) | 1387 (1.19) | 6919.0 (5.92) | 116967.0 (100.00) |
| 1998-99 | 0 | 11078 (11.88) | 0 | 59841 (64.15) | 0 | 13616 (14.60) | 944 (1.01) | 7802.0 (8.36) | 93281.0 (100.00) |
| 1999-2000 | 0 | 17887 (23.29) | 0 | 46443 (60.45) | 0 | 6402 (8.33) | 845 (1.10) | 5249.0 (6.83) | 76826.0 (100.00) |
| BJMC | 0 | 14885 (23.35) | 0 | 41309 (64.80) | 0 | 5188 (8.14) | 608 (0.95) | 1758.0 (2.76) | 63748.0 (100.00) |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| BJMA | 0 | 3002 (22.95) | 0 | 5134 (39.26) | 0 | 1214 (9.28) | 237 (1.81) | 3491.0 (26.69) | 13078.0 (100.00) |
| Average | 52057.08 | 24797.23 | 37029.23 | 39707.69 | 4281.23 | 5874.08 | 717.00 | 4293.00 | 75389.00 |
| SD | 80434.26 | 17483.96 | 63206.43 | 25094.21 | 6570.80 | 4044.17 | 300.57 | 1802.13 | 41215.45 |
| CV | 154.51 | 70.51 | 170.69 | 63.20 | 153.48 | 68.85 | 41.92 | 41.98 | 54.67 |
| AGR | 131.41 | 1564.79 | 255.69 | 1151.91 | 80.36 | 894.07 | 187.76 | 59.55 | 913.69 |
| Annual Growth Rate | | -3533.35 | | -1399.05 | | -222.45 | 69.81 | 313.0 | -4772.03 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Table – 5.13: Focuses that Annul Average weaving production India, 75389.00, SD was 41215.45, CV was 54.67, ARG 913.69.
Figures within the parentheses indicate percentage to total

**Table – 5.14**
**Manpower Position of Enterprises (As on 30-06-2000)**

| Enterprises | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 | 1994-95 | 1995-96 | 1996-97 | 1997-98 | 1998-99 | 1999-00 | Total | Annual Growth Rate |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BJMC | 2475 (56.46) | 3889 (61.98) | 3779 (58.80) | 10143 (59.36) | 71116 (67.64) | 1119 (100.00) | 27834 (52.00) | 100069 (62.63) | 52237 (80.69) | 17367 (64.17) | 331 (14.18) | 69935 (74.29) | 2955.78 |
| BJMA | 1909 (43.54) | 2386 (38.02) | 2648 (41.20) | 6943 (40.64) | 34026 (32.36) | 0 (0.00) | 25688 (48.00) | 59714 (37.37) | 12502 (19.31) | 9696 (35.83) | 2003 (85.82) | 24201 (25.71) | 1422.51 |
| Total (June 2000) | 4384 (100.00) | 6275 (100.00) | 6427 (100.00) | 17086 (100.00) | 105142 (100.00) | 1119 (100.00) | 53522 (100.00) | 159783 (100.00) | 64739 (100.00) | 27063 (100.00) | 2334 (100.00) | 94136 (100.00) | 4378.29 |

Source: *Annual Jute Goods Statistics 2000*, Bangladesh.
Figures within the parentheses indicate percentage to total.

**Table – 5.15**

**Statement of Production, Export & Internal Consumption and Stock of Jute Goods of (BJMC & BJMA (in '000' Tone)**

| Period | Opening Stock | Baled Prod. | Total Export & Internal Consumption | Actual | Theoretical (A+B-C) Difference Between Theoretical and Actual Stock |
|---|---|---|---|---|---|
| 1989-90 | 136 | 515 | 540 | 119 | 111 |
| 1990-91 | 119 | 426 | 387 | 160 | 158 |
| 1991-92 | 160 | 409 | 468 | 103 | 101 |
| 1992-93 | 103 | 433 | 460 | 77 | 76 |
| 1993-94 | 77 | 416 | 438 | 58 | 55 |
| 1994-95 | 58 | 416 | 451 | 25 | 23 |
| 1995-96 | 25 | 412 | 418 | 23 | 19 |
| 1996-97 | 23 | 395 | 364 | 51 | 54 |
| 1997-98 | 51 | 398 | 329 | 117 | 120 |
| 1998-99 | 117 | 358 | 384 | 93 | 91 |
| 1999-2000 | 97 | 333 | 349 | 77 | 81 |
| BJMC | 82 | 231 | 245 | 64 | 68 |
| BJMA | 15 | 102 | 104 | 13 | 13 |
| Average | 81.77 | 372.62 | 379.77 | 75.38 | 74.62 |
| SD | 43.89 | 99.86 | 106.65 | 41.21 | 40.90 |
| CV | 53.67 | 26.80 | 28.08 | 54.66 | 54.82 |
| AGR | 906.67 | 504.90 | 519.23 | 915.38 | 853.85 |
| Annual Growth Rate | -6.75 | -11.77 | -14.51 | -4.75 | -4.00 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh.

Annul Export value was 379.77, SD was 106.65, CV was 28.08, Average 519

## 5.3. Performance of Trade Union in Public Sector Jute Mills

This section summarises the socio-economic background of trade union members' opinions regarding attitude of management, implications of Trade Union Acts, course of disputes, nature of disputes, reconciliation mechanism, productivity, financial and non-financial benefit, role of trade union, conflicts with management and other functional aspects of trade union. The socio-economic background of the union members is represented in tables 5.16 to 5.41. We have collected from two samples (sample 1 and sample 2). Sample 1 represents Jessore Jute Industries Ltd. (JJI) and sample 2 represents the Rajshahi Jute Mills Ltd. (RJM). Both the mills are nationalised jute mills. The samples are taken with simple random sampling without replacement. We have represented the data in tabular forms and $\chi^2$ (chi-square) distribution is used to test the significance of the population variation through confidence intervals. In a nutshell we can say that $\chi^2$ distribution is used to judge whether the sample has been drawn from a normal population with mean $\mu$ and standard deviation $\sigma$ or not. $\chi^2$ distribution is defined as:

$$\chi^2 = \frac{N\sigma^2_{\chi}}{\sigma^2} = \frac{(\chi_1 - \bar{\chi}_1)^2 + (\chi_2 - \bar{\chi}_2)^2 + \cdots + (\chi_n - \bar{\chi}_n)^2}{\sigma^2}$$

With (n – 1) degrees of freedom. Some of the results of Chi-square tests are shown to the bottom of the respective tables representing the data of our opinion survey.

**Table 5.16: Classification of Workers on the Basis of the Age**

| Class interval (Years) | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| 21-25 | 06 | 7.5 | 05 | 6.25 | 6.88 |
| 26-30 | 03 | 3.75 | 10 | 12.5 | 8.13 |
| 31-35 | 11 | 13.45 | 10 | 12.5 | 13.13 |
| 36-40 | 09 | 11.25 | 18 | 22.5 | 16.87 |
| 41-45 | 20 | 25.00 | 15 | 18.7 | 21.87 |
| 46-50 | 22 | 27.00 | 10 | 12.5 | 20.00 |
| 51-55 | 09 | 11.25 | 10 | 12.5 | 11.87 |
| 56-60 | | | 02 | 2.5 | 1.25 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

| **Sample 1** | **Sample 2** |
|---|---|
| $\chi^2 = 26.16$ | $\chi^2 = 17.8$ |
| d.f. = 6 | d.f. = 7 |
| $\mu$ = 41.4 years | $\mu$ = 39.75 years |
| $\sigma$ = 8.45 years | $\sigma$ = 9 yeas |
| Coefficient of variance = 20.4% | Coefficient of variance = 22.6% |

**Tested homogeneity**

Out of 80 workers of sample 1, 22 workers are in age group of 46-50 years. 20 members belong to the age group of 41-45 years and 11 workers of 31-35 years of age group. 9 members are 36-40 and another 9 members are 51-55 age group. Only 6 members are within 21-25 and 3 members are in age group of 26-30 years. While in sample 2, 18 workers at in age group of 36-40, 15 workers are in 41-45 age groups. 10 workers belong to the age group of 26-30, 31-35, 46-50, and 51-55 respectively. 5 workers belong to 21-25 and 2 workers belong to 56-60 age group.

**Table 5.17: Classification on the Basis of Education**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | **Frequency** | **%** | **Frequency** | **%** | |
| Up to class V | 38 | 47.5 | 43 | 53.75 | 50.63 |
| Up to class X | 31 | 38.75 | 29 | 36.25 | 37.50 |
| S.S.C. & above | 10 | 12.5 | 08 | 10.00 | 11.25 |
| B.A. | 01 | 1.25 | | | 0.62 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 14.806$
d.f. = 3
Not equal

**Sample 2**
$\chi^2 = 23.371$
d.f. = 2
Equal

**Tested homogeneity**

Table 5.17 shows that 38 workers are up to class V standard, 3 members or workers are up to class X standard only 10 workers are S.S.C or above and only graduate is available in sample 1. While in sample 2, 43 workers have education up to class V, 29 workers have up to X, 8 workers have up to S.S.C. and above only.

Experience level shows that 22 workers have 25 years or more than that experience, 19 workers have 20-24 years and 18 workers have 15-19 years of experience. 13 workers have 5-9 years experience and another 8 workers have 10-14 years experience in sample 1. In sample 2, 6 workers have 20-24 and 19 workers have 15-19 years of experience. 15 workers have 15 years and above and 12 workers have 10-14 years experience and another 8 workers have 5-9 years experience.

**Table 5.18: Parental Occupation**

| Types of occupation | Sample-1 | | Sample-2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| **Agriculture** | 44 | 55 | 37 | 46.25 | 50.63 |
| Business | 20 | 25 | 26 | 32.5 | 28.75 |
| **Service** | 16 | 20 | 17 | 21.25 | 20.62 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 17.269$
d.f. = 2
Not equal

**Sample 2**
$\chi^2 = 7.580$
d.f. = 2
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 7.82$

In sample 1 parental occupation reveals that 44 workers parents are engaged in agriculture, another 20 are engaged in business and 16 are engaged in service respectively. While in sample 2, 37 workers parents are engaged in agriculture, 26 engaged in business and 17 are engaged in service respectively. So the majority of working class came from agricultural background.

Out of 80 workers of sample one 38 workers joined the trade union after joining the mill, 22 joined after few days while 20 workers joined the trade union after few weeks. In case of second sample 34 workers joined the trade union after joining the mill, 35 joined the trade union after few days and 11 joined the trade union after few weeks.

**Table 5.19: Workers Encouragement to Join the Trade Union**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Influenced by colleagues | 36 | 45 | 39 | 48.75 | 46.88 |
| As trade union works for the workers | 18 | 22.5 | 16 | 20 | 21.25 |
| Influenced by trade union leaders | 17 | 21.25 | 15 | 18.75 | 20.00 |
| As appointed by trade union leaders | 09 | 11.25 | 10 | 12.5 | 11.87 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 19.5$
d.f. = 3
Not equal

**Sample 2**
$\chi^2 = 25.10$
d.f. = 3
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 9.84$

Regarding the encouragement of joining the trade union activity 36 workers narrated that they were influenced by their colleagues, 18 workers were motivated as trade union works for the working class, and 17 were influenced by trade union leaders while 9 members got impetus because of their appointment by trade union leaders. While in sample 2, 39 workers said that they were influenced by their colleagues, 16 workers opined as trade union workers for us, 15 workers were influenced by trade union leaders and 10 members got incentive as they were appointed by trade union leaders.

**Table 5.20: Role of Trade Union**

| | Sample 1 | | Sample 2 | | Combined |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | (%) |
| Their role is alright | 23 | 28.75 | 10 | 12.5 | 20.63 |
| Their role is not satisfactory | 23 | 28.75 | 30 | 37.5 | 33.12 |
| Some times they do maximum for management | 06 | 7.5 | 10 | 12.5 | 10.00 |
| Their role is to some extent satisfactory | 28 | 35 | 30 | 37.5 | 36.25 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 13.9$
d.f. = 3
Not equal

**Sample 2**
$\chi^2 = 20$
d.f. = 3
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 9.84$

According to table 5.20, as the sample shows, 28 workers view that their role is to some extent satisfactory, 23 workers opined it as satisfactory while another 23 workers treat it as partial satisfactory and the rest 6 workers feel that they do maximum for management. According to second sample 30 workers said that the role of trade union is not satisfactory and another 30 workers opined that their role is to some extent satisfactory while 10 workers think that they do maximum for management.

**Table 5.21: Managements Attitude to Workers**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| No body is sympathetic to our demand | 07 | 8.75 | 12 | 15 | 11.88 |
| **Management is not that much sympathetic** | 27 | 33.75 | 22 | 27.5 | 30.62 |
| To some extent they are sympathetic | 39 | 48.75 | 39 | 48.75 | 48.75 |
| **Management is not considerate as they gat union support** | 07 | 8.75 | 07 | 8.75 | 8.75 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

Management's attitude to workers is reflected in the sense that 39 workers think that management is, to some extent sympathetic, 27 workers think that management is not that much sympathetic, 7 workers opine that nobody is sympathetic to the workers' demand while other 7 workers express their grumble that management is not considerate as they get union leaders support. In sample 2, 39 workers think that management is to some extant sympathetic, 22 workers say that management is not that much sympathetic, 12 workers express their opinion that nobody is sympathetic to workers demand but 7 workers say that management is now considerate as they get union leaders support.

**Table 5.22: Ways of Presenting Demands**

| Ways of Placing Demands | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| We place our deman through our union leaders | 36 | 45 | 29 | 36.25 | 40.63 |
| Through direct discussion | 19 | 23.75 | 20 | 25 | 24.37 |
| Through informal communication | 11 | 13.45 | 16 | 20 | 23.12 |
| Written ultimatum | 14 | 17.5 | 15 | 18.75 | 18.13 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 18.7$
d.f. = 3
Not equal

**Sample 2**
$\chi^2 = 6.1$
d.f. = 3
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 9.84$

On the question of presenting demands sample 1 shows that 36 workers assert that they place their demand through their union leaders. 19 workers desire to follow direct discussion, 14 wants to follow written ultimatum and 11 workers exert pressure through informal communication. In sample 2, 29 workers say that they place their demand through their union leaders, 20 workers like direct discussion, 16 workers prefer informal discussion while 15 workers are in favour of giving written ultimatum.

When the answer is negative to the workers demand 33 workers blame for unsympathetic attitude of management, 24 workers tell about misunderstanding while 23 workers express their sorrow regarding arrogant attitude of management. In sample 2, 32 workers blame unsympathetic attitude to management, 29 workers locate the issue of misunderstanding and 19 workers blame the arrogant attitude of management.

**Table 5.23: Negotiation Process**

| | Sample 1 | | Sample 2 | | Combined |
|---|---|---|---|---|---|
| | **Frequency** | **%** | **Frequency** | **%** | **(%)** |
| Through C.B.A. leaders | 34 | 42.5 | 23 | 28.75 | 35.63 |
| Through departmental head | 14 | 17.5 | 06 | 7.5 | 12.50 |
| Direct approach | 08 | 10.0 | 17 | 21.25 | 15.62 |
| Through strike | 16 | 20.0 | 16 | 20 | 20.00 |
| Through written ultimatum | 08 | 10.0 | 18 | 22.5 | 16.25 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 28.5$
d.f. = 4
Not equal

**Sample 2**
$\chi^2 = 9.625$
d.f. = 4
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 11.67$

According to the opinions of the respondents of sample 1, negotiation process comprises five techniques. 34 workers think that it should be done through C.B.A. leader, 16 workers describe it through strike, 14 workers feel that it is made through departmental head, 8 workers recommend for direct approach while after 8 workers relate it to written ultimatum. In sample 2, 23 workers say that it should be done through CBA leaders, 18 workers prefer going through written ultimatum, 17 respondents opt for direct

approach, 16 workers choose the way of going through strike while 6 workers like to proceed through departmental head.

**Table 5.24: Volume of Disputes in Last Five Years**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Can not say the exact number | 37 | 46.25 | 36 | 45 | 45.63 |
| So many disputes takes place | 22 | 27.5 | 25 | 31.25 | 29.37 |
| It took several times | 21 | 26.25 | 19 | 23.75 | 25.00 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 6.06$
d.f. = 2
Not equal

**Sample 2**
$\chi^2 = 5.62$
d.f. = 2
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 7.82$

Regarding the volume of disputes it is found, as sample 1 shows, that 37 workers cannot say the exact number, 22 workers follow that so many disputes take place and the rest 21 workers view that disputes take place several times. So far the answer of second sample is almost similar to sample 1. 36 workers cannot say the exact numbers, 25 respondents say that so many disputed take place and 19 say that disputes takes place several times.

**Table 5.25: Settlement of Disputes**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Through negotiation (amicable settlement between union leaders & management) | 32 | 40 | 27 | 33.75 | 36.88 |
| Negotiation through C.B.A. | 32 | 40 | 36 | 45 | 42.50 |
| By giving pressure through strikes | 16 | 20 | 17 | 21.25 | 20.62 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 6.457$
d.f. = 2
Not equal

**Sample 2**
$\chi^2 = 6.829$
d.f. = 2
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 7.82$

Sample 1 shows 32 workers settle disputes through negotiation with C.B.A and another 32 workers recommend for direct negotiation while 16 workers believe in giving pressure through strikes. But in sample 2, 36 workers like to face disputes through negotiation with CBA, 37 workers prefer amicable settlement between management and union leaders but 17 workers believe in giving pressure through strikes.

**Table 5.26: Causes of Disputes**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Main causes are wages and other benefits | 41 | 51.25 | 27 | 33.75 | 42.50 |
| For financial and non-financial benefit | 17 | 21.25 | 37 | 33.75 | 33.75 |
| Main cause are improved scale and other facilities | 22 | 27.5 | 16 | 20 | 23.75 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

According to opinions of the 41 workers in sample 1, main causes of disputes are wages and other benefits, 22 workers say that main causes are improved scale and other facilities, 17 workers think financial and non-financial benefit are the major causes. In sample 2, 37 workers highlight the causes of disputes are financial and non-financial benefit, 27 workers think that the main causes of disputes are wages and other benefits while 16 locate the causes of disputes are improved scale and other facilities.

On the question of settling disputes sample 1 shows, 33 workers take management as some times cordial, another 30 take it as partially cordial while 9 workers say management is cordial in setting disputes 8 workers think that management remains silent in settling the disputes. According to sample 2 31 workers take the attitude of management cordial in setting disputes, 24 say some times management is cordial and say management remains silent in setting disputes.

**Table 5.27: Nature of Workers Co-operation**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Cooperate at the time of necessities | 14 | 17.5 | 21 | 26.25 | 21.88 |
| We go ahead when management seeks our cooperation | 34 | 42.5 | 29 | 36.25 | 39.37 |
| Cooperate without hampering our interest | 17 | 21.25 | 17 | 21.25 | 21.25 |
| Workers cooperate unconditionally | 15 | 18.75 | 13 | 16.25 | 17.50 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 13.3$
d.f. = 3.
Not equal

**Sample 2**
$\chi^2 = 7.0$
d.f. = 3
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 9.84$

On workers co-operation as sample 1 shows, it is found that 34 workers go ahead when management seeks for their co-operation. 17 workers co-operate without hampering their interest, 15 workers co-operate unconditionally and 14 workers co-operate at the time of necessity of management. In sample 2, 29 workers cooperate when management seeks their cooperation, 21 workers ready to cooperate at the time of necessity of management, 17 workers cooperate without hampering their interest while 13 workers ready to cooperate unconditionally.

On the non co-operation of trade union member according to sample1, 36 opined that management then contacts C.B.A. leaders; 26 say that management some times accepts their demand partially; 18 say that management comes forward and throws some benefits. From sample 2, 39 workers opines that when trade union dose not cooperate than management contacts CBA leaders, 26 workers say that management some times accept their demand and 15 workers tell that management comes forward with some benefits.

**Table 5.28: Nature of Demand in Last Five Years**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Demanding new scale | 29 | 36.25 | 12 | 15 | 25.62 |
| Higher wage and other benefits | 13 | 16.25 | 28 | 35 | 25.62 |
| For better housing & other facilities | 21 | 26.25 | 12 | 15 | 20.63 |
| Considering price level we demand new scale | 17 | 21.25 | 28 | 35 | 28.13 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 7$
d.f. = 3
Not equal

**Sample 2**
$\chi^2 = 12.8$
d.f. = 3
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 9.84$

Table 5.28 shows in the sample that 29 workers demanded for new scale, 21 workers demand for letter housing and other facilities, 17 workers demand new scale considering price level while. 13 workers demand higher wages and other benefits. In the second sample we see that out of 80 workers demand higher wage and other benefits, 28 workers demand new scale considering price level, 12 workers demand new scale and another 12 want better housing and other facilities.

According to sample 1, on the question of ratio of fulfillment of demand 34 respondents claim that very few demands are fulfilled, 25 workers view that few demands are accepted by the management, 14 workers think it as negligible while 7 workers take management as aggressive. On the question of ratio of fulfillment of demand we see that 37 workers say that few demand management accepted, 23 workers complained that very few demands are accepted, while 12 workers think it as negligible and another 12 workers consider management as aggressive to the workers demand according to Sample 2.

**Table 5.29: Workers Reaction on Non-fulfilment**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| We go for movement | 1 | 38.75 | 20 | 25 | 31.88 |
| We give ultimatum for greater movement | 32 | 40 | 36 | 45 | 42.50 |
| We give demonstration | 08 | 10 | 13 | 16.25 | 13.12 |
| We go for strike | 09 | 11.25 | 11 | 13.45 | 12.50 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

| **Sample 1** | **Sample 2** |
|---|---|
| $\chi^2 = 26.5$ | $\chi^2 = 19.3$ |
| d.f. = 3 | d.f. = 3 |
| Not equal | Equal |

**Tested homogeneity**

Regarding the reaction on non-fulfillment of demand 32 trade union members or workers view that they give ultimatum for greater movement, 31 assert that they go for movement, 9 workers believe going for strike and 8 workers believe in demonstration. According to sample 2, 36 trade union workers react on the non-fulfilment of demand and they want top give ultimatum for greater movement, 20 workers want to go for movement, 13 workers are in favour of giving demonstration and while the rest 11 are in favour of going on strike.

Regarding the awareness of trade union acts, wages acts, profit participation act 28 workers have no detailed knowledge, 27 workers have very little knowledge, 16 workers have no idea in details, 06 workers simply heard about the acts and 03 do not know at all. In sample 2, 30 workers have no detailed knowledge about the acts, 25 workers have very very little knowledge, 10 workers have no detailed knowledge, 12 workers heard about the acts while 03 workers do not know at all.

**Table 5.30: Legal Provisions Followed in the Mills**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| To some extent | 32 | 40 | 33 | 41.25 | 40.63 |
| Not always | 19 | 23.75 | 17 | 21.25 | 22.50 |
| Yes, they try to follow | 20 | 25 | 24 | 30 | 27.50 |
| We have no ide about that | 09 | 11.25 | 06 | 7.5 | 9.37 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

Regarding the application of legal provisions it is found in sample 1 that 32 respondents say that legal provisions are to some extant followed. 20 workers view that it is followed some how, 19 workers opine that it is not always followed while 09 workers have no idea about that. According to sample 2, 32 trade union workers react on the non-fulfilment of demand and they want to give ultimatum for greater movement, 20 workers want to go for movement, 13 workers are in favour of giving demonstration and while the rest 11 are in favour of going on strike.

**Table 5.31: Impact of Non-compliance with Legal Provisions**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Industrial or human relation will be disturbed | 27 | 33.75 | 26 | 32.5 | 33.12 |
| Personnel problem will come up | 16 | 20 | 23 | 28.75 | 24.38 |
| Legal environment will be threatened | 12 | 15 | 13 | 16.25 | 15.63 |
| Labour problem will emerge | 25 | 31.25 | 18 | 22.5 | 26.87 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

Non- compliance of legal provisions shows that 27 workers take it as disruption of human relation, 25 workers think that labour problem is aggravated, 16 workers think that personal problem will come up while 12 workers treat it as threat to legal environment. According to sample 2, 26 workers say that industrial relation will be disturbed, 23 workers think that labour problem is aggravated, 18 workers say that personnel problem will come up while 13 workers consider it as threat to legal environment.

Regarding the legal provisions workers' suggestions are as follows in sample 1, 29 workers suggest that management should follow the legal provisions 21 workers recommended for looking after the interest of the workers, 17 recommended for minimising corruption, 13 recommend for management audit to minimise losses. In second sample, workers' suggestion for it are as follows: 31 workers comment that management should look after the interest of the workers, 22 workers comment that management should follow the legal provisions, 18 workers suggest that management should try to minimise corruption while 9 workers opine that management should try to minimise losses through management audit.

**Table 5.32: Workers Cooperation in Management**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| I cooperate with th management to meet up da to day crises | 25 | 31.25 | 23 | 28.75 | 30.00 |
| I maintain close cooperatio with the management | 27 | 33.75 | 33 | 41.25 | 37.50 |
| I always extend my helpin hand to the management i resolving any crisis | 16 | 20 | 14 | 17.5 | 18.75 |
| We are ready to hel management as much as w can | 12 | 15 | 10 | 12.5 | 13.75 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

Regarding the cooperation of trade union member, it is found that 27 workers maintain close cooperation with the management, 25 workers co-operate with management to meet up day to day crisis, and 16 workers help management resolving any sort of crises and the rest 12 are ready to help management as much as they can. In sample 2, 33 workers maintain close cooperation with the management, 23 workers cooperate with the management to meet up day-to-day crisis, 14 workers help management in resolving any sort of crisis while 10 workers help the management as much as they can.

In this table we find little variation regarding the close cooperation with the management. In sample two, management-worker cooperation is more than the sample one, which is helpful to maintain industrial peace.

**Table 5.33: Workers View Regarding the Increased Productivity**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Productivity could be increased by giving training proper wage and after benefits | 35 | 43.75 | 32 | 40 | 41.88 |
| Productivity could be increased by supplying raw materials, proper wages and other benefits | 32 | 40 | 29 | 36.25 | 38.12 |
| Careful observation of management and fairly payment of wage and other benefits | 13 | 16.25 | 19 | 23.75 | 20.00 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 10.75$
d.f. = 2
Not equal

**Sample 2**
$\chi^2 = 3.517$
d.f. = 2
Equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 7.82$

On the question of rising productivity 35 workers in sample 1 recommend for training of workers and proper wage benefits, 32 workers recommend for supplying more working capital, raw materials, wage and other benefits while 13 workers hold the view that careful observation of management and fair payments of wages and other benefits. According to sample 3, 30 workers recommended for training for workers, proper payment of wages and other benefits, 29 workers for sufficient supply of raw materials, fair payment of wages and benefits, 19 workers responded for careful observation of management and fair wages payment for rising productivity.

**Table 5.34: Major Problems of the Mills**

| | Sample 1 | | Sample 2 | | Combined |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | (%) |
| Production has gone down due to shortage of raw materials and working capital | 25 | 25 | 24 | 30 | 30.63 |
| Major problems of our mill are financial, administrative and personnel | 30 | 50 | 22 | 27 | 32.50 |
| Production cost is high and it could be minimised by reducing corruption | 25 | 25 | 34 | 42.5 | 36.87 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

30 workers focused that the major problems are financial, administrative and related to personnel, 25 workers think that production has gone down due to storage of raw materials and working capital while 25 others tag it to reducing corruption. In Sample 2, 34 workers opined that production cost could be minimised by reducing corruption, 24 workers say that production has gone down to shortage of raw materials and working capital and 22 workers opined that major problems are financial, administrative and personnel.

**Table 5.35: Problems of the Mills: Major Causes**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| The major causes are administrative and financial (shortage of raw materials & working capital) | 31 | 38.75 | 20 | 25 | 31.88 |
| Managements consistent negligence to the problems of the worker | 20 | 25 | 35 | 43.75 | 34.37 |
| Wide spread corruption with the indirect help of the CBA leaders | 14 | 17.5 | 05 | 6.25 | 11.87 |
| The main causes are corruption and low wage and other benefits | 15 | 18.75 | 20 | 25 | 21.88 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

| **Sample 1** | **Sample 2** |
|---|---|
| $\chi^2 = 9.1$ | $\chi^2 = 22.5$ |
| d.f. = 3 | d.f. = 3 |
| Equal | Not equal |

**Tested homogeneity**

Tab $\chi^2_{.05} = 9.84$

31 workers consider managements consistent negligence to the problems of the workers is one of the major cause, 20 workers emphasise administrative and financial problem, 15 workers think that the main causes are corruption, low wages and other benefits while 14 workers the main of the problems are corruption with the indirect help of C.B.A. leaders. In sample 2, 35 workers opined that main caused of the problem are administrative and financial, 20 workers consider management's consistent negligence to the workers problem is the main cause, 20 workers identified corruption, low wage and other benefits as the main cause whereas 5 workers expressed the view that wide scale corruption with the help of CBA leaders is the major cause of the problems of the mill.

**Table 5.36: Workers Suggestions for Improvement**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Management should look after the problems of the mill management should try to minimise corruption | 34 | 42.5 | 35 | 43.75 | 43.13 |
| Management should have to ensure logistic problems to run the mill properly. They have to pay wage and other benefits in time | 26 | 32.5 | 30 | 37.5 | 35.00 |
| Management should look after workers sympathetically | 20 | 25 | 15 | 18.75 | 21.87 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 3.739$
d.f. = 2
Equal

**Sample 2**
$\chi^2 = 8.188$
d.f. = 2
Not equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 7.82$

Majority of the workers suggested to minimise corruption in sample 1 and 2. Out of 80 workers, 34 workers view that management showed look after the problems of the mill and they should try to minimize corruption, 26 workers opined that management showed have to ensure logistic support to run the mill properly and they have to pay wage and other benefit in time and 20 workers think that management should be more sympathetic. According to sample 2, 35 respondents opine that management should look after the problems of the mill and should try to minimise corruption, 30 respondents say that management should try to ensure logistic support to the mill and try to pay wages properly while 15 respondents say that management should be more sympathetic to workers.

On the question of adequacy of salary and other benefits 28 workers are dissatisfied, 22 workers think it more rough facility, 19 workers take it as insufficient while 11 workers have grumbling over absolutely minimum wage. In sample 2, 24 workers are dissatisfied regarding inadequacy of salary, 21 workers say that wages are absolutely minimum, 20 workers say that in comparison to market price it is very much insufficient and 15 workers take it insufficient.

On the question of rationality of the payment of expected wages and other benefits it is found that 31 workers feel its necessity for more output,

18 workers relate it to develop personnel relation and other 18 advocate to minimise labour unrest, 13 workers suggest to develop job satisfaction, 26 workers say that management tries to provide workers expected wages to develop personnel relation, 23 say that to minimise labour unrest, 19 expressed that expected wages is given to get more output while 12 opined to minimise labour unrest.

Majority of the workers are against golden handshake. 41 workers have the negative attitude regarding golden hand shake, 22 workers ready to accept golden handshake with total service benefit for the creation of employment opportunity for the next generation. 17 workers are ready to accept if full benefit is given. In sample 2, 34 workers are not interested to accept golden shake, 23 workers are ready to accept if they get full benefit while another 23 passed the opinion that they are ready to leave the job for the next generation if they get full benefit.

**Table 5.37: Nature of Working of C.B.A.**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Works nicely | 22 | 27 | 22 | 27 | 27.50 |
| Not up to mark | 37 | 46.25 | 33 | 41.25 | 43.75 |
| We are not satisfied | 17 | 21.25 | 18 | 22.5 | 21.88 |
| They serve the purpose of management | 04 | 5 | 07 | 75 | 6.87 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

On the proper functioning of C.B.A. it is found that 37 workers take it not up to the mark. 22 workers think that they work nicely. 17 workers are not satisfied while 04 workers complain that they serve the purpose of management. According to sample 2, 33 workers say not upto the mark, 22 workers say that C.B.A. works nicely, 18 workers are not satisfied while 7 alleged that they serve the purpose of management.

On the conflict among the different trade unions it is found that 38 workers find no conflict within the factory as only one trade union is working, 23 workers find it very rare and 19 workers believe that it occurs sometime. In sample 2, 30 workers say that there is only one trade union, 25 workers find it very rare, 13 and other 12 workers say it happens sometimes.

**Table 5.38: Causes of Conflict Between Different Trade Unions**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Due to political reason | 28 | 35 | 22 | 27 | 31.25 |
| Due to leadership conflict | 34 | 42.5 | 23 | 28.75 | 35.63 |
| Due to personality clash | 18 | 22.5 | 35 | 43.75 | 33.12 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field Survey.*

| **Sample 1** | **Sample 2** |
|---|---|
| $\chi^2 = 4.95$ | $\chi^2 = 3.87$ |
| d.f. = 2 | d.f. = 2 |
| Equal | Equal |

**Tested non-homogeneity**

Tab $\chi^2_{.05} = 7.82$

Causes of conflict reveal that 34 workers find leadership conflict, 28 workers find political reason for this and 18 workers think personality clash. While in sample 2, 35 workers find personality clash as the causes of conflict, 23 workers find leadership conflict and 22 workers think that causes are political.

**Table 5.39: Suggestions for Removing the Conflict**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| We should try to minimise politicisation of unions | 33 | 41.25 | 27 | 33.75 | 37.50 |
| Early settlement of disputes | 22 | 27 | 27 | 33.75 | 30.63 |
| Workers participation in management and union activities | 15 | 18.75 | 15 | 18.75 | 18.75 |
| Direct negotiation with workers | 10 | 12.5 | 11 | 13.45 | 13.12 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** Field survey.

On the suggestions of removing the conflict 33 workers suggest for minimising politicisation of unions, 22 workers demand early settlement of disputes, 15 workers stress on participation of workers in management and union activities while 10 workers recommend for direct negotiation will workers. According to sample 2, 27 respondents go for minimising politicalisation of unions and another 27 opine for early settlement of disputes, 15 workers stress on the participation of workers management and union activities while 11 respondents prefer direct negotiation.

**Table 5.40: Workers Suggestions to Management for Developing Trade Union**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Training for trade union members | 13 | 16.25 | 23 | 28.75 | 22.50 |
| Motivation of trade union members | 11 | 13.45 | 28 | 35 | 24.38 |
| Management should take the trade union as integral part of the enterprise | 32 | 40 | 09 | 11.25 | 25.62 |
| Close co-operation between management and workers | 24 | 30 | 20 | 25 | 27.50 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

**Sample 1**
$\chi^2 = 14.5$
d.f. = 3
Not equal

**Sample 2**
$\chi^2 = 9.7$
d.f. = 3
Not equal

**Tested homogeneity**
Tab $\chi^2_{.05} = 7.82$

On the question of making good use of trade union it is available that 32 workers suggest that management should treat the trade union as integral part of the enterprise, 24 workers recommend for close co-operation between management and worker, 13 workers suggest training for trade union members i.e. workers while 11 stress on the motivation of trade union members. In sample 2, 28 workers put stress on motivation, 23 workers opine for training of trade union members, 20 workers recommended for close cooperation between management and trade unions, 9 workers say that management should consider trade union as integral part of the enterprise.

**Table 5.41: Role of Trade Union**

| | Sample 1 | | Sample 2 | | Combined (%) |
|---|---|---|---|---|---|
| | Frequency | % | Frequency | % | |
| Good, works some how | 17 | 21.25 | 23 | 28.75 | 25.00 |
| So, so? | 22 | 27 | 18 | 22.5 | 25.00 |
| Not bad | 09 | 11.25 | 17 | 21.25 | 16.25 |
| Satisfactory | 32 | 40 | 22 | 27 | 33.75 |
| **Total** | **80** | **100** | **80** | **100** | **100** |

**Source:** *Field survey.*

On the role of trade union it is found that 32 workers treat it as satisfactory, 22 workers treat it so-so, and 17 workers consider trade union works some how. According to sample 2, 23 participants/workers say good – somehow, 22 participant pass the comment as their role is not satisfactory, 18 participants say so-so, while 17 participants take it as not bad.

## 5.4. A Comparative Study of the Two Unions (sample 1 & 2) – Summary

To sum up the overall performance of trade union activities of the 1st Jute mills (Sample-1), favorable aspects of trade union activities are given below in the viewpoint of management. (a) There is no such acute labour dispute. (b) Bipartite negotiation takes place. (c) Disputes reconciled through negotiation. (d) Maximum co-operation attained from C.B.A. (e) Personal relation is good. Demands are fulfilled according to the capacity of the mill. (f) Decentralisation Principle is practiced when it is required. (g) Payment of wages act. 1936 is followed to some extent. (h) Attempts have already been made to follow the Factories Act. 1934. (i) Trade union co-operates in all respect. (j) Employee participation Act 1969 is followed to a limited extent.

Unfavourable aspects are: (a) There is only one trade union but different affiliations of trade union members (Workers) and leaders. (b) Some times strikes take place. (c) To combat their demand, some times negotiation takes place or pressure is given. (d) Outsiders intervention in union activity some times create problem.

To sum up the over all performance of trade union activities of 2nd Jute mill, favorable aspect of trade union activities are also given below in the view point of management: (a) Direct negotiation takes place with the union leaders. (b) Bipartite negotiation takes place in this mill. (c) Disputes are reconciled through negotiation Management tries to satisfy their demand as they can. (d) Management invites trade union leaders when problems crop up. When management seeks co-operation, workers stretch their hands of co-operation. (e) Management does try to meet up their demands as much as they can. (f) When any major issue comes up then participating decision-making takes place. (g) Trade union does not affect productivity always. (h) When workers go on strike, management does contact labour leaders for negotiation. (i) For nationalized mills there is a wage commission. The Commission for all mills under BJMC gives wage and salary according to the

prescribed wages. (j) By and large Employee Participating Act. 1969 is followed.

Unfavorable aspects are: (a) Only one trade union in the mill leaders has different affiliations. (b) Disputes take place in different times. It is not possible to say how many disputes took place in last five years due to non-availability of data. (c) Workers' demand for better housing, bonus or after facilities and better working condition. (d) If their demand remains unsatisfied they take up the matter to the management for discussion or some times they threaten for greater movement. (e) Due to arrogant attitude of trade union leaders participative decision making or any discussion on any issue some time fails. (f) Co-operation is reciprocal Management-people try to co-operate each other.

**Optimistic views:**

(a) Union leaders say that their main aim is to help the workers and management to restore industrial peace, which is required for smooth running of production and distribution process.
(b) Political involvement gives strength to workers by extending legal and moral fight within the legislative body and plant level.
(c) Majority of workers co-operate with the union leaders.
(d) Workers participate spontaneously with the union activity.
(e) Demands are placed to the management then bipartite negotiation takes place.
(f) Trade union always co-operate with the management to run the factory effectively.
(g) Management is, to some extent, co-operative.
(h) Trade union can play a positive role in increasing the productivity.
(i) Workers feel secured if there is healthy and strong trade union in existence and that looked up moral of the workers as well.
(j) Trade union brought some economic benefits and non-monetary benefits too.
(k) Trade Union activity being job satisfaction

**Deterrent factors:**

(a) As trade union leader they are not directly involved in any political party but they take part in national movement.

(b) Trade union leaders maintain political link as political leaders some times raise their voice in support of workers and leaders and try to pass bills in favour of them.

(c) Disputes take place for wage, other benefits and illegal retrenchment of workers etc.

(d) Wage is absolutely minimum.

(e) Legal provisions are not followed properly.

(f) As Jute sector is very weak workers cannot demand more, or gear up movement.

(g) Mill is old one, so it requires replacement of machinery. The mill requires more working capital and efficient management and eradication of corruption.

**Encouraging Aspects are as under:**

First, union leaders world like to serve their colleagues. They want to do some thing for working class.

Second, majority of the workers cooperates with the union activity and their participation is spontaneous.

Third, major course of industrial disputes one wage, bonus and other financial and non-financial benefits.

Fourth, trade union leaders always co-operate with management

Fifth, present management is more or less co-operative

Sixth, bipartite negotiation takes place in the mill

Seventh, if there is healthy trade union there will be little chance of unrest, organized can play a positive role in increasing productivity.

Eighth, strong trade union ensures high morale of workers.

Ninth, trade union brings socio-economic development of workers. Trade union of Jute mills try to do the same.

Tenth, healthy trade union activity brings job satisfaction

Finally, management people should be more dedicated to their work. Present management has become more committed that is why mill is earning.

**There are some disliking aspects which are shown below.**

First, trade union leaders have political attachment. But they said that they never try to induce it within the factory campus

Second, union Leaders say that they keep contact with particular political party for their existence. And political leaders help them in crises period.

Third, major causes of disputes are wage, other benefits and illegal retrenchment of workers.

Fourth, present wage structure is poor in comparison to productivity of the workers of Jute mills.

Fifth, trade union Act, 1969 needs some modification.

Sixth, wages Act and Profit participation Act, 1969 are followed somehow.

Finally, union leaders say that basic causes of managerial inefficiency of the Jute mills in Bangladesh are lack of dedication honesty, Sincerity and commitment. After nationalization every body thought that job is secured. So some people become reckless and corrupt.

## 5.5. Impact of Trade Unions on the Labour Community

The impact of Trade Unions on the labour community is shown in table 5.42, 5.43 and 5.44.

**Table 5.42: Equity Per Employee (Taka in Lac)**

| Year | Total Equity | | Equity per Employee | | | |
|---|---|---|---|---|---|---|
| | JJI | RJM | No. of employee | | JJI | RJM |
| 1996 | 14039.68 | 3605.21 | 3476 | 2255 | 4.04 | 1.60 |
| 1997 | 14135.83 | 3605.21 | 3476 | 2255 | 4.07 | 1.60 |
| 1998 | 14197.06 | 3605.21 | 3476 | 2255 | 4.08 | 1.60 |
| 1999 | 14249.22 | 3605.21 | 3476 | 2255 | 4.10 | 1.60 |
| 2000 | 14321.78 | 3605.21 | 3476 | 2255 | 4.12 | 1.60 |
| Average | 14188.71 | 3605.21 | 3476.00 | 2255.00 | 4.08 | 1.60 |
| SD | 96.38 | 0.00 | 0.00 | 0.00 | 0.03 | 0.00 |
| CV | 0.68 | 0.00 | 0.00 | 0.00 | 0.68 | 0.00 |
| Annual Growth Rate | 67.76 | 0 | 0 | 0 | 0.02 | |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh Jute Mills Corporation.

Average equity per employees was Tk. 4.08 lac in Jessore Jute Industries and it was Tk. 1.60 lakh in Rajshahi Jute Mills during 1996-2000.

**Table 5.43: Total Assets and Equity Per Employee (Taka in Lac)**

| Year | Total assets | | Equity per employee | | | |
|---|---|---|---|---|---|---|
| | J.J.I | RJM | No. of employee | | JJI | RJM |
| 96 | 19980.86 | 6512.14 | 3476 | 2255 | 5.75 | 2.89 |
| 97 | 26668.17 | 7114.38 | 3476 | 2255 | 7.67 | 3.15 |
| 98 | 22051.28 | 8072.72 | 3476 | 2255 | 6.34 | 3.58 |
| 99 | 22551.75 | 1855.96 | 3476 | 2255 | 6.49 | 0.82 |
| 2000 | 23703.04 | 2204.35 | 3476 | 2255 | 6.82 | 0.98 |
| Average | 22991.02 | 5151.91 | 3476.00 | 2255.00 | 6.61 | 2.28 |
| SD | 2198.43 | 2599.39 | 0.00 | 0.00 | 0.63 | 1.15 |
| CV | 9.56 | 50.45 | 0.00 | 0.00 | 9.56 | 50.45 |
| Annual Growth Rate | 332.79 | -1387.4 | 0 | 0 | 0.10 | 2.28 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh Jute Mills Corporation.

Average equity per employees was 6.61 lac in Jessore Jute Industries and it was Tk. 2.28 lac in Rajshahi Jute Mills during 1996-2000.

**Table 5.44: Loss Accounts of Mills (Taka in Lac)**

| Year | Net Loss of Mills | | | | | |
|---|---|---|---|---|---|---|
| | J.J.I | RJM | No. of employee | | Net loss per Employee | |
| 96 | 5.3 | 155.08 | 3476 | 2255 | 0.00 | 0.07 |
| 97 | 393.51 | 222.26 | 3476 | 2255 | 0.11 | 0.10 |
| 98 | 842.9 | 351.82 | 3476 | 2255 | 0.24 | 0.16 |
| 99 | 666.18 | 323.88 | 3476 | 2255 | 0.19 | 0.14 |
| 2000 | 776.35 | 228.18 | 3476 | 2255 | 0.22 | 0.10 |
| Average | 536.85 | 256.24 | 3476.00 | 2255.00 | 0.15 | 0.11 |
| SD | 306.87 | 71.95 | 0.00 | 0.00 | 0.09 | 0.03 |
| CV | 57.16 | 28.08 | 0.00 | 0.00 | 57.16 | 28.08 |
| Annual Growth Rate | 181.48 | 24.78 | 0 | 0 | 0.05 | 0.11 |

**Source:** *Annual Jute Goods Statistics 2000*, Bangladesh Jute Mills Corporation.

Profit/loss accounts and the rates of growth of profit of the public sector jute mills (nationalised) for a period of six years from 1995 to 2000 have been presented below in tables 5.45 to 5.51.

**Table 5.45: Zone-wise Profit/Loss Accounts of Nationalised Jute Mills of Bangladesh (Taka in thousand)**

| Zones | Profit/Loss Accounts for | | | | | |
|---|---|---|---|---|---|---|
| | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 |
| Dhaka | 2874524 | 3121690 | 3584593 | 4056126 | 5871431 | 6546785 |
| Khulna | 7022210 | 7515503 | 8668293 | 9974701 | 9873819 | 11056063 |
| Chittagong | 3600427 | 3794956 | 4082590 | 4592104 | 5216518 | 5781994 |
| Adamjee | 5307685 | 6036296 | 6939984 | 7876216 | 8936118 | 9980883 |
| **Total** | **18804846** | **20468445** | **23275460** | **26499147** | **29897886** | **33365725** |

**Source:** *Compiled from Audited Accounts of Bangladesh Jute Mills Corporation (BJMC)* for the year 1995, 1996, 1997, 1998, 1999 and 2000.

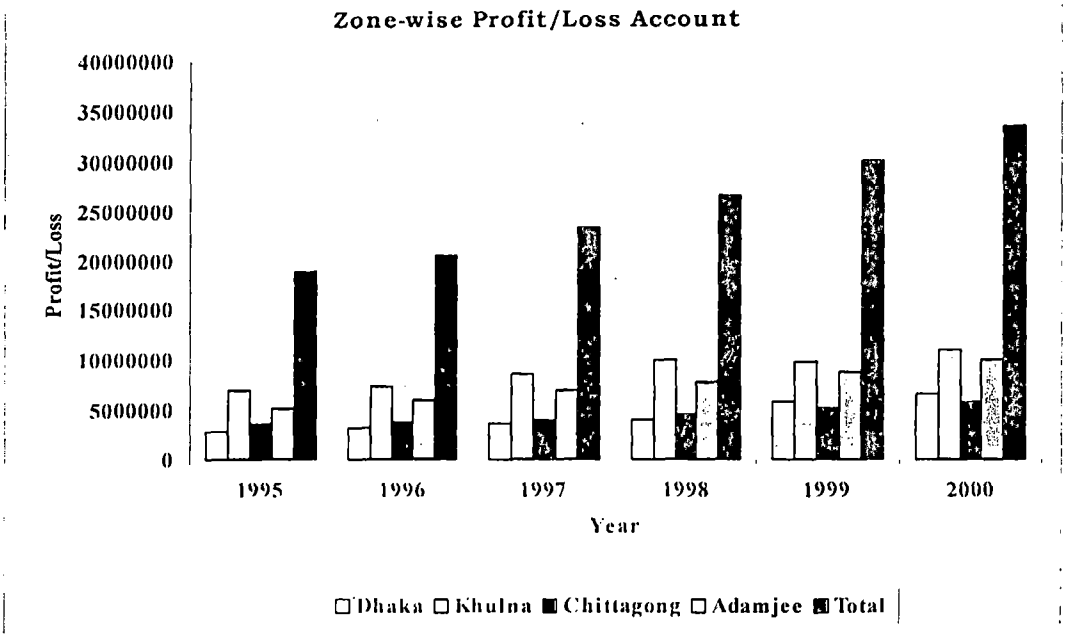


**Figure 5.1**

The table 5.45 shows that there has been a steady growth of profit of jute mills under public sector in different zones. This scenario is shown in bar diagram 5.1.

**Table 5.46: Growth Rate of Jute Mills of Dhaka Zone**

**(Taka in thousand)**

| Year | Profit/Loss | Growth Rate |
|---|---|---|
| 1995 | 2874524 | – |
| 1996 | 3121690 | 8.59 |
| 1997 | 3584593 | 14.8 |
| 1998 | 4056126 | 13.1 |
| 1999 | 5871431 | 44.75 |
| 2000 | 6546785 | 11.5 |
| **Total Average** | **4342524.833** | **18.54** |

**Source:** *Compiled from Table 5.45.*

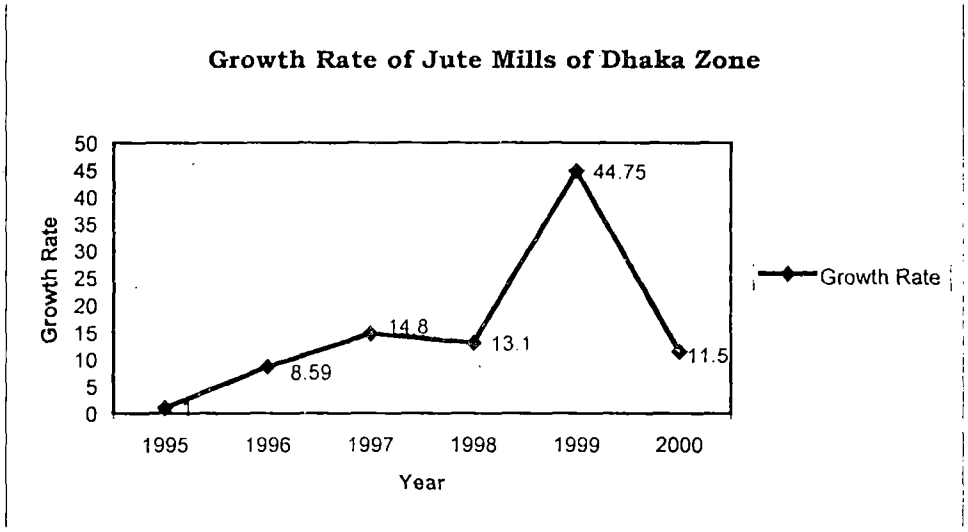


**Figure 5.2**

The table 5.46 shows that the growth rate of profit of public sector jute mills under Dhaka Zone is quite remarkable (total average 18.54%). The striking improvement in the growth rate of profit took place in 1999 when it showed a 44.75 per cent increase in the profit. This is also shown in terms of growth curve (Fig. 5.2) drawn below from the table 5.46.

**Table 5.47: Growth Rate of Nationalised Jute mills of Khulna Zone**

**(Taka in thousand)**

| Year | Profit/Loss | Growth Rate |
|---|---|---|
| 1995 | 7022210 | – |
| 1996 | 7515503 | 7.02 |
| 1997 | 8668293 | 15.3 |
| 1998 | 9974701 | 15.07 |
| 1999 | 9873819 | -7.02 |
| 2000 | 11056063 | 11.9 |
| **Total Average** | **9018431.5** | **8.45** |

**Source:** *Compiled from table 5.45.*

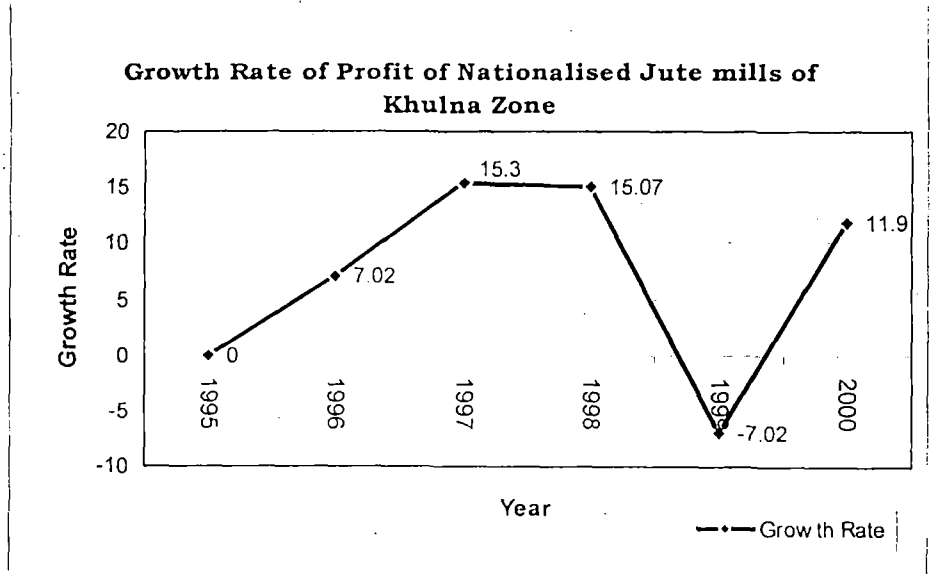


**Figure 5.3**

Khulna zone's improvement of profit rate is moderate. Over six years (from 1995 to 2000) Khulna zone's average growth rate of profit is 8.45. Both in 1997 and 1998, the growth rates were quite high which were 15.3 and 15.07 per cent, respectively. One bad year was 1999 when its profit went down from 9974701 taka to 9873814 taka. Thus the zone experienced a negative growth rate, *i.e.*, 7.02 per cent in 1999. The overall position of profit recorded in 2000. In 2000, the rate of growth of profit went upto 11.9. The growth rate of profit of nationalised jute mills of Khulna zone is shown in Fig. 5.3.

**Table 5.48: Growth Rate of Nationalised Jute mills of Chittagong Zone**

**(Taka in thousand)**

| Year | Profit/Loss | Growth Rate |
|---|---|---|
| 1995 | 3600427 | – |
| 1996 | 3794956 | 5.4 |
| 1997 | 4082590 | 7.57 |
| 1998 | 4592104 | 12.4 |
| 1999 | 5216518 | 13.5 |
| 2000 | 5781994 | 10.8 |
| **Total Average** | **4511431.5** | **9.9** |

**Source:** *Compiled from table 5.45.*

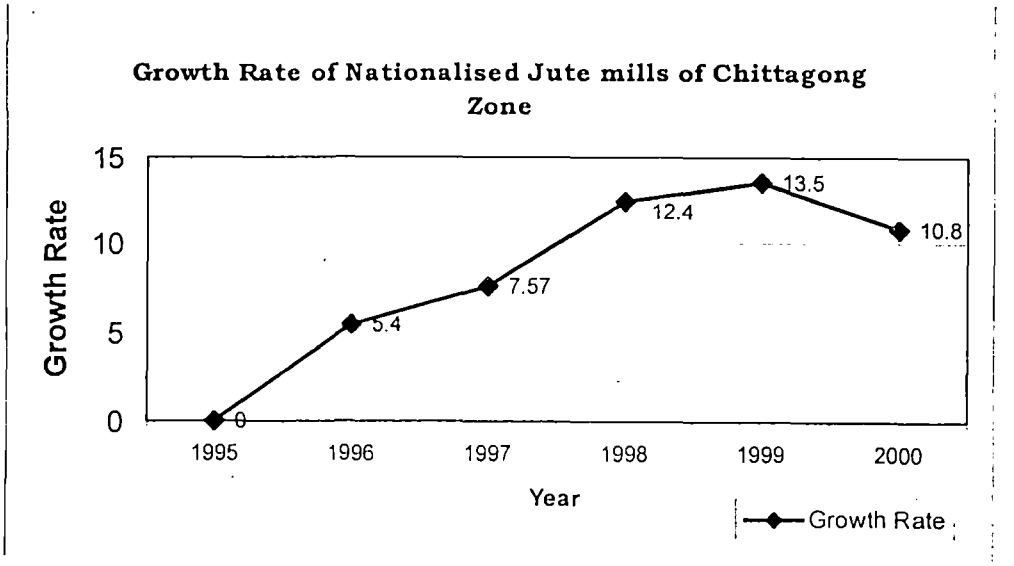


**Figure 5.4**

Jute mills under Chittagong zone continued to make a profit of 9.9 per cent over six years (from 1995 to 2000). In both 1998 and 1999 the jute mills earned a high profit (4592104 taka and 5216518 taka respectively) and the growth rates of profit were 12.4 and 13.5 per cent respectively. It slightly went down from 13.5 per cent in 1999 to 10.8 per cent in 2000. This scenario is represented in Fig. 5.4.

**Table 5.49: Growth Rate of Nationalised Jute mills of Adamjee Zone**

**(Taka in thousand)**

| Year | Profit/Loss | Growth Rate |
|---|---|---|
| 1995 | 5307685 | – |
| 1996 | 6036296 | 13.7 |
| 1997 | 6939984 | 14.9 |
| 1998 | 7876216 | 13.4 |
| 1999 | 8936118 | 13.4 |
| 2000 | 9980883 | 11.6 |
| **Total Average** | **7512863.666** | **13.4** |

**Source:** *Compiled from table 5.45.*

The condition of nationalised jute mills in Adamjee zone in terms of profit earning is quite satisfactory. The average growth rate of profit over six

years from 1005 to 2000 is 13.4 per cent. This situation is represented in Fig. 5.5.

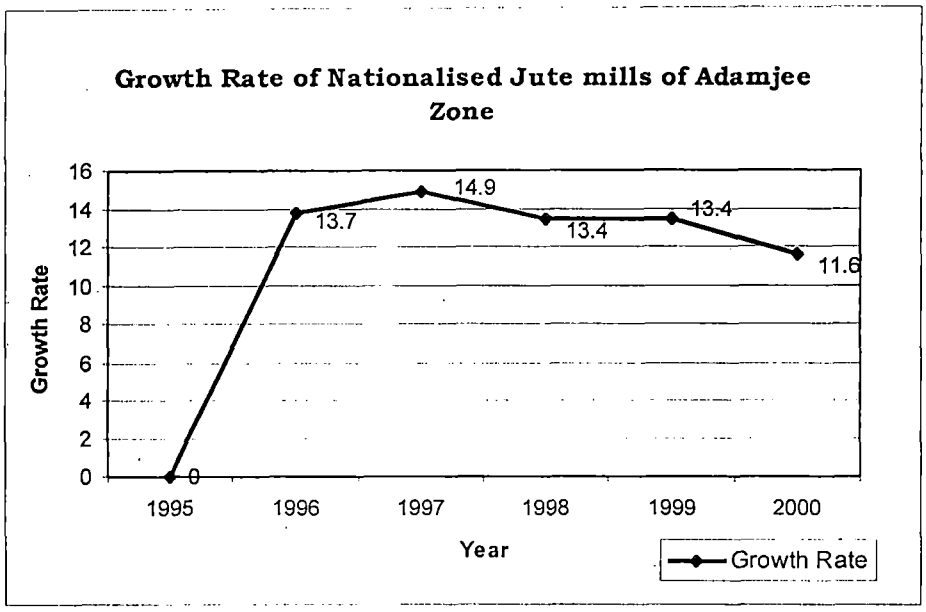


**Figure 5.5**

**Table 5.50: Growth Rate of Nationalised Jute Mills under Different Zones (Taka in thousand)**

| Zones | Growth Rate (Total Average) for Five Years (1995-2000) |
|---|---|
| Dhaka | 18.5 |
| Khulna | 8.4 |
| Chittagong | 9.9 |
| Adamjee | 13.4 |
| **Total** | **12.5** |

**Source:** *Compiled from Table 5.45.*

In table 5.50 we have made a comparison of the rates of profit earned by the nationalised jute mills in different zones of Bangladesh. The table shows that Dhaka zone stands first in earning profit while Khulna zone's position is the worst, *i.e.*, it earns only 8.4 per cent profit over the years from 1995 to 2000. Adamjee zone's position is the second just after the Dhaka zone. Adamjee Zone's average growth rate of profit is 13.4. Chittagong zone's average growth rate of profit is 9.9 per cent over the years (from 1995-2000). The average rate of growth of profit of the public sector jute mills in Bangladesh as a whole stands 12.5 per cent.

However, the data supplied by Bangladesh Economic Review (Bangladesh Arthanaitik Samiksha), 2000, reveals a dismal picture of public sector jute mills. We represent below in table 5.51 the net profit/loss accounts of the nationalised jute mills in Bangladesh for a period of seven years from 1993-94 go 1999-2000.

**Table 5.51: Net Profit/Loss of Public Sector Jute Mills**

**(Taka in Crores)**

| Year | Net Profit (+)/Loss (–) |
|---|---|
| 1993-94 | 64.05 (–) |
| 1994-95 | 31.43 (–) |
| 1995-96 | 96.20 (–) |
| 1996-97 | 251.71 (–) |
| 1997-98 | 275.90 (–) |
| 1998-99 | 294.95 (–) |
| 1999-2000 | 264.45 (–) |

**Source:** *Compiled from Bangladesh Economic Review, 2000.*

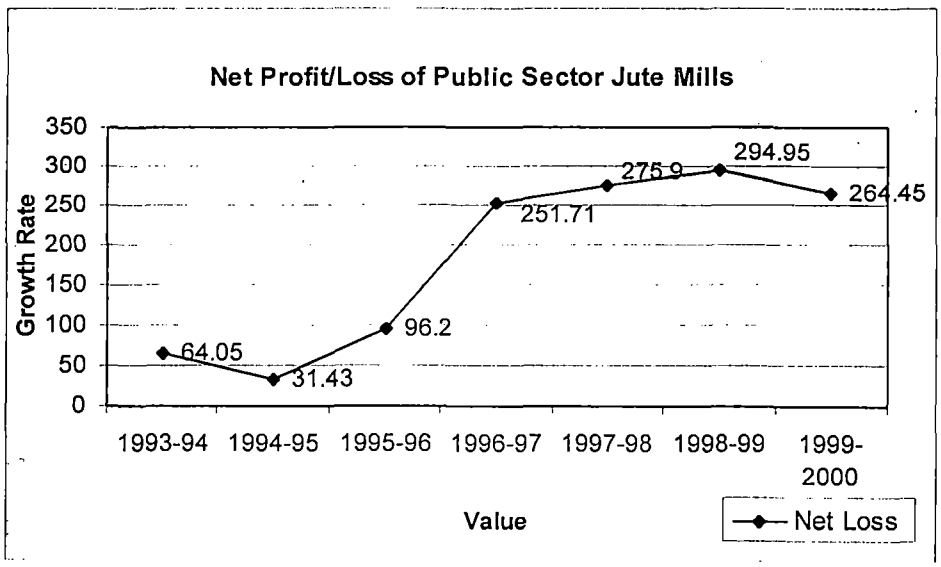


**Figure 5.6**

The table 5.51 is the reality of public sector jute mills in Bangladesh. The table shows that the jute mills in Bangladesh are incurring huge net losses over the period. The net loss situation of Bangladesh nationalised jute mills is shown in terms of growth curve (Fig. 5.6).

## 5.6. Jute Industries Development Strategies

As public sector is losing constantly, private sector has been recognised as an effective means to strengthen the role of it in trade and industry with a view to boost up economic development and augmenting resources for the same. Accordingly, the Government has adopted a comprehensive privatisation policy. In order to materialise the programme the government has laid down detailed procedure. In order to become competitive and viable the privately owned jute industry started operating on a commercial basis in a reformed policy environment. Government has been pursuing the jute sub sector-restructuring programme since July 1993. The

Government has already decided its ownership of jute sector investment from 64 percent to 20 percent out of 31 public sector jute mills government has enlisted 23 mills to denationalise. The privatisation board has almost completed evaluation of the asset value of these mills with a view to transfer them to private sector.

In order to achieve the objectives of the fifth Five Year Plan, the following strategies will be pursued for jute manufacturing sub sector during the plan period. (a) Improvement in productivity and capacity utilisation, rehabilitation of the existing jute mills through BMRE programmes, enforcement of industrial discipline, and exploring possibility of participation of labour through profit sharing and participation in management, with better logistic support, privatisation of maximum public sector jute mills and rationalisation of man power therein, improving managerial efficiency through better recruitment and training and improvement in the quality of conventional jute products and reduction in cost of production through eliminating corruption and improving the per loom production, and finally increasing the per acre productivity the target of improvement in productivity and capacity utilization may be achieved. (b) *Diversification of end use of jute.* Jute may be used in diversified way. It could be through the production of pulp and paper, geo-textiles, absorbents, hard boards, handicrafts, mats, decorative wall mats, shopping bags, carpets, blankets. Development and extension of appropriate varieties of jute, kenaf and same fiber to enable round the year supply of these items for establishment and smooth operation of pulp and paper industry will be undertaken. There might be a strategy of the government to attract higher prices of Bangladeshi jute good; she has to improve the quality of her jute products. (c) *Market promotion.* For the extension and development of market of jute goods government has to identify the constraints of the existing marketing system. To overcome those constraints of jute market at home market and abroad proper steps should be taken. After assessing the market demand both at home and abroad, conducting studies on a continuous basis on the jute goods demand with a view to overcoming the demand and supply gap, formulating proper pricing policies, opening, sales centres in Bangladesh missions, abroad, displaying jute goods in the importing countries, participation in the international fairs and contacting foreign buyers to gear up export and formulating effective import and export policies. (d) *Financial*

*and other policy incentives*. This strategy includes rationalisation of monetary and fiscal incentives, viz. reducing interest rate from existing 15 per cent to at least 10 per cent, exemption to excise duty on electricity, reduction in the prices of oil and gas for generation of electricity for jute mills, and income tax facility may also be given to compete our jute goods in the foreign market. (e) *Strengthening of institutional capability and R & D.* For improvement of quality and yield of traditional jute fibers as well as for diversification of jute products emphasis on R&D should be given. Establishment of a new jute industry development centre under Bangladesh jute research institute (BJRI) should be given highest priority. To evolve new high yielding varieties of jute seeds is a must to make jute and jute goods competitive in the international market, research and development of rami fiber by sharing experience with China will be promoted. (f) Necessary assistance will be sought from the international jute organisation regarding research and development in the areas of jute, jute goods and related products and accessing markets as well. (g) *Improvement of environment and natural resources*. Retting of jute is perceived to contribute to water pollution where there is insufficient availability of water, in such areas, canals and small ponds will be dug for retting of jute. Except that new techniques of retting of jute will be explored with minimum adverse environmental effects. Government decision to ban the production of polythene bags to protect environmental disaster, with ensures more and more use of jute. To reduce the acreage under jute and at same time maintain a higher volume of supply for its diversified and uses, including use of green jute for pulp making, and thus to ease the burden on insufficient forest resources of the country efforts will be made to produce jute through the year through necessary augmentation of soil nutrients. (h) Programmes will be undertaken to provide retrenchment benefits and retraining for self-employment to support affected workers. (i) Planning and implementation of development programmes through local level institution with the introduction of proposed institutional structure at zila, thana and union levels, small and cottage industries planning activities could be included in the functions of such local level institution. During the fifth plan, BSCIC will provide necessary service for industrial development including industry based on jute and will maintain effective liaison with the development programmes of such institutions. The NGOs who have emerged as a new force for development of

the rural areas are expected to play an effective role in the skill development of the poor in producing jute goods ad varieties of industrial goods. (j) The jute and jute manufacturing sub sector has immense potential for employment generation and poverty alleviation in Bangladesh. Jute production, jute industry and trade, and the related services employ about 10 per cent of our labour force and jute industry is the second largest employer in the total industry after textiles, the new and diversified use of jute plants and fibers for pulp and paper, textile yarn blended with cotton and wool, geotextiles, jute reinforced plastic material, luggage's, shopping bags, handicrafts, accessories, etc. will open new avenues of employment. The rural women in addition to their involvement in agricultural sector, will also get jobs in rural areas by utilizing finer jute yarn in cottage industries. In the agricultural sector increased yield per unit area will bring down the production cost of jute which will help growers to alleviate their economic hardship by raising their income.

## 5.7. Summary

To sum up the performance of trade unions in public sector jute mills it is clear that the role of trade union is always recognised by management authorities. Trade union also admits the cooperation of management in spite of little differences regarding wages, other benefits and facilities, dispute settlement and workers participation in management. Both the units have good production level but due to losses workers satisfaction are yet to be achieved. Recently world jute market situation has stressed developed and better management of the mill which costs better profitability of Rajshahi Jute Mills and Trade Union welcomes the situation with greater endeavor. Withdrawal of polythine shopping bags has simplified the jute goods market. It is expected that through the cooperation of management and trade union jute industries development strategies can easily be implemented as to arrive at national goal and prosperity of our economy, benefiting both the workers community and the jute mills.

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