

A Study of Jute Industry Employee's Job Satisfaction in Costal District of Andhra Pradesh

Sunil Kumar Dhal

Associate Professor, Sri Sri University, Cuttack, Odisha, India

Abstract: *Economists have traditionally identified four factors of production, viz., land, labour, capital and organization. The role of labour as a factor of production is becoming increasingly important in the modern society. Capital and natural resource endowments are vital elements in the production process but the labour which contributes most to the wealth of a company.. The researcher had made an attempt to evaluate the impact of liberalization policies on industrial relations pertaining to i.e. facilities by taking Nineteen parameter for the jute industry in north Coastal Andhra Pradesh. The researcher has personally collected the opinions of the respondents through the structured questionnaire. The collected data are analyzed through KMO test, Factor Analysis, Bivariate Correlation Matrix Reliability test. The Analysis shows that the employees must focus on wage & salary, participative management, role of trade union and employee job satisfaction.*

Keywords: Industrial relation, wage, Salary, Employee satisfaction, trade union, lock out.

1. Introduction

Industrial relations scholars have described three major theoretical perspectives or frameworks that contrast in their understanding and analysis of workplace relations. The three views are generally known as unitarism, pluralist and radical. Each offers a particular perception of workplace relations and will therefore interpret such events as workplace conflict, the role of unions and job regulations vary differently. The radical perspective is sometimes referred to as the "conflict model", although this is somewhat ambiguous, as pluralism also tends to see conflict as inherent in workplaces. Radical theories are strongly identified with Marxist theories.

First Five Year Plan (1951 - 1956): Labour policy was first formulated by the Commission in 1951. The First Five-Year Plan concentrated on five aspects of labour policy: (i) industrial relations; (ii) wages; (iii) working conditions; (iv) employment and training; and (v) productivity.

The Second Five-Year Plan (1956-1961): It was framed in the light of the socialist pattern of society which was built not only on monetary incentives but on ideas of service to society. Thus the labour policy of the Second Five-Year Plan set as its objective better discipline, increased production and improved productivity. Towards this objective the Planning Commission constituted a panel of labour that concluded certain agreements from which the recommendations in the Second Five-Year Plan have emerged.

These recommendations were as follows: The Second Five-Year Plan continued the policy laid down in the First Plan with certain changes. In the matter of Industrial Relations the Plan stressed mutual negotiations, conciliation and voluntary arbitration. Where the cases were intractable there was to be recourse to government intervention to remedy this situation. Since inadequate implementation of awards and agreements led to friction between labour and management, an appropriate tribunal was to be constituted to enforce compliance with the directions of the awards.

Penalties for violation, it was suggested, should be deterrent in nature. This plan recommended the setting up of standing joint consultative machinery at the centre, in the states and in individual units for bringing about cooperation between labour and management and setting up of a council of management to discuss matters relating to an enterprise and to recommend steps for harmonious working.

The Third Five-Year Plan (1961-1966): This Plan aimed at consolidating, stabilising and expanding the measures taken during the Second Plan [Sonariker, S., *Implementation of Labour Enactments*, Bombay, Popular Prakashan, 1976, p. 33.]. In the matter, of industrial relations, the Third Plan emphasised the implementation of the Code of Discipline. This Plan maintained that the principle of voluntary arbitration was to be followed for settlement of disputes in preference to adjudication. In this connection, it was suggested that the government should take the initiative in drawing up panels of arbitrators on a regional and industry-wise basis. The Plan strongly recommended that in order to improve their work efficiency the functions of the works committees be demarcated so that they were distinct from trade union activity. It also made recommendations for progressive extension, of the scheme of joint management councils, and consequent to this step, undertaking of an intensive programme of workers education in the establishments where such councils were set up to improve the rate of literacy among workers. Finally, the Plan recommended the need to recognise trade unions as a step towards recognising their role in the industrial and economic administration of the country.

The Fourth Five-Year Plan (1969-1974): In the matter of IR, continued emphasis was laid on measures recommended in the earlier plans. As a result many acts were enacted, e.g. the Payment of Bonus Act, 1965, the Shops and Commercial Establishments Act and the Labour Welfare Fund Act in the States. The National Safety Council was set up in 1966 as per the recommendations of the Third Plan. All the wage boards of the 19 major industries had submitted their reports. Under Minimum Wages Act, 1948, the minimum wages were fixed for agricultural and other trades. Government of

India set up the National Commission on Labour to study and make recommendations on various aspects of labour relations. The coverage of social security measures as in the case of ESI and EPF was extended.

The Fifth Five-Year Plan (1974-79): The Fifth Plan document had a chapter on employment, manpower and labour welfare. The thrust was on a few themes, they are: They need to generate more employment opportunities and help to reduce underemployment, either in the wage employment category or in the self-employed category for which labour intensive projects were suggested. The need to examine more closely, in view of the changed economic environment, the linkage between current education systems and population growth was also highlighted. It was felt that given the population explosion, besides family planning to control this phenomenon, there was a need to reorient education towards practical skill formation.

The Sixth Five-Year Plan (1980-1985): The Sixth Plan had a chapter on labour and labour welfare. After a brief overview of the labour situation in the country, which highlighted the wage and bonus issue, in terms of wage differentials, national minimum wage and the need for productivity-linked bonus, the document highlighted a few thematic concerns. The need to strengthen and revitalise scheme of workers' participation, according to the Sixth Plan: It should be made a vehicle of transforming the attitudes of both employers and workers for establishing a cooperative culture which may help in building a strong, self-confident and self-reliant country with a stable industrial base

The Seventh Five-Year Plan (1985-1990): The scenario of the Indian industrial relations has been fast changing. With the incoming of a liberal leader at the Centre and the reforms following after that have played a key role in giving a new definition to the scenario. The tradition started by the Japanese concerns and some of the Indian pioneers is being carried forward by the industry. The late 80s and early 90s saw an unprecedented movement in the positive direction. The overall strikes and subsequent man-days lost are on decline as apparent from the enclosure

The Eighth Five-Year Plan (1992-1997) Labour participation in management is a means of bringing about a state of industrial democracy. Ever since independence, the government has been stressing the need to introduce workers' participation in management and various schemes were noticed from time to time. However, the results have fallen far short of expectations. The need to bring forward a suitable legislation for effective implementation of the scheme has been felt. Besides legislation, proper education and training of workers and cooperation from both employers and employees to overcome problems rising out of the existence of multiplicity of trade unions and inter-union rivalry will go a long way in promoting the system of participative management.

The Ninth Five-Year Plan (1997-2002) The planning process attempts to create conditions for improvement in labour productivity and for provision of social security to supplement the operations of the labour market. The

resources have been directed through the plan programs towards skill formation and development, exchange of information on job opportunities, monitoring of working conditions, creation of industrial harmony, and insurance against disease and unemployment for the workers and their families. The planning commission observed that the situation of surplus labour, coupled with the employment of most of the workers in the unorganised segments of the economy, has given rise to unhealthy social practices like bonded labour, child labour, and adverse working conditions faced by the migrant labour. [16818262-Industrial relation.pdf]

The Tenth Five Year Plan (2002-2007) In this plan under Labour Welfare Sector aim at improving the working condition, maintenance of better Industrial Relations, strict enforcement of Labour Laws and launching of welfare activities for the benefit of industrial workers and their families. The Labour department implements as many as 26 Labour Legislation with the objective of providing not only monetary benefit like minimum wages, overtime, bonus etc. to the workers but also to ensure their health and safety during the course of employment.

The Eleventh Five Year Plan (2007-2012)

Review and suggest measures for the promotion of the good industrial relations and welfare of labour in the organized and un-organised sectors during the Eleventh Plan period: 1. To review various labour welfare legislations, including elimination of child labour, identifying problem areas and constraints and to recommend appropriate re-orientation approach for elimination of child labour. 2. To review the implementation of various labour laws, rules, acts and schemes and to identify the constraints, problem areas and suggest modifications and changes for their improvement. 3. To develop suitable policy package for women employees in the organized and un-organised sectors with reference to their problems and discrimination in the various structure and rate. 4. To strengthen the information system on labour welfare, monitoring lockouts and strikes and to suggest infrastructural facilities for conciliation machinery. 5. To review the existing welfare schemes viz., insurance, health, pension and other schemes meant for labour and suggest measures for better compliance and coverage in the Tenth plan. 6. To review the position regarding inter-state and intra-state migration of labour and analyse the trends and suggest appropriate measures to protect the migrant labour against exploitation and safeguard their interest and welfare. 7. To examine the present status of industrial relations in the state and role of the Government in maintaining congenial industrial relations. 8. To review the status of implementation of various statutes dealing with labour welfare measures including Weights and Measures Legislation and suggest feasible courses to be adopted in the context of strengthening enforceability.

2. Industrial Relations In Post-Liberalization Period (From 1991 To Till Date)

The Government of India started the economic liberalization policy in 1991. Liberalization refers to relaxation of previous government restrictions usually in areas of social and economic policies. Thus, when government liberalizes

trade it means it has removed the tariff, subsidies and liberalises other restrictions on the flow of goods and services between countries.

The requirements and imperatives of global competitiveness are of international standards in quantity, quality, cost-effectiveness and customers' concerns. This, in turn, requires introduction of state-of-art technology, followed by innovation, creativity and strategic alignment of divergent resources to create performing climate. Such a performing climate requires a dynamic and synergetic employee relationship. Traditional institutions of IR are losing their importance and relevance. Trade unions are marginalised and kept outside the mainstream of business. Strike is losing its cutting edge. Collective bargaining is being replaced by individual bargaining. Ideological decisions are being replaced by business pragmatism. Traditional Industrial relations are at the crossroads. [Singh B. D., "*Industrial Relations - Emerging Paradigms*," 2ed, Excel Books, New Delhi.]

Table 1.1: Changes in the Economic Scenario- Before and After Economic Liberalization

Before Liberalisation	After Liberalisation
State-sponsored and State-mediated development.	Market led and private enterprise dominated.
Protected domestic market.	Competitive market.
Budgetary and directed institutional resource allocation.	Competitive capital market-led resource allocation.
Subsidies and administered price regime.	Rational pricing, including user charges.
Welfare State active in labour market.	Labour-neutral and investment-friendly state policies.
Systematic de-casualisation of jobs.	Fast re-casualisation and contractualisation of jobs.
Largely government-funded social security and welfare programs for a few.	Crisis of sustainability of social security measures for all.
Stable governing structure and policy regime.	Crises of governance and fear of political economic instability.
Stable though obsolete, labour-intensive technologies.	Micro-electronics led new generation capital and skill-intensive technologies.
Dominant status of manufacturing.	Threat of de-industrialization and rapid growth of the service sector.

3. Major Components Covered in Industrial Relations:

- 1) Wage & Salary Administration
- 2) Welfare measures
- 3) Social Security measures
- 4) Work environment
- 5) Grievance handling system
- 6) Participative management
- 7) Role of Trade unions
- 8) Impact of Strikes and Lock-outs
- 9) Employee Job satisfaction

3.1 Employees Job Satisfaction

Job satisfaction concerned about decent wages, convenient working hours, conducive working conditions etc. These include Adequate and Fair Compensation, Safe and Healthy

Working Conditions, Opportunity to Use and Develop Human Capacities, Opportunity for Career Growth, Social Integration in the Work Force, Constitutionalism in the Work Organization, Work and Quality of Life, Social Relevance of Work, Occupational Stress, Organizational Health Programs, Alternative Work Schedules, Participative Management and Control of Work, Recognition, Congenial Worker-Supervisor Relations, Grievance Procedure, Adequacy of Resources, Seniority and Merit in Promotions, Employment on Permanent Basis.

3.2 Scope and Significance Of The Study

The success or failure of any organization is depending on the effective utilization of the human resources in the organization. The healthy industrial relations are the key to the progress and prosperity of any economy and particularly industry. Good industrial relations improve the morale of the employees. Employees work with great zeal with the feeling in mind that the interest of employee and employer is one and the same. Poor industrial relations increase the number of strikes, lock-outs, gheraos and also increase the labour turnover & absenteeism. The main aim of industrial relations is a complete mental revolution of workers and employees. The industrial peace lies ultimately in a transformed outlook on the part of both. Good industrial relations reduce the industrial disputes and it helps in promoting co-operation and increasing the production.

The Jute Industry, which is one of the oldest traditional industry providing employment opportunities to huge number of population particularly unskilled and semiskilled. As labour intensive industry huge employees particularly unskilled in the backward areas leads to poor industrial relations. Earlier studies revealed that there were lot of strikes and lockouts taken place in Jute Industry. This is one of the traditional industries which lost huge number of manly hours, loss of productivity due to poor industrial relations. So, the researcher studied the impact of liberalization on industrial relations in Jute Industry.

4. Review of Literature

The total literature available on the Jute Industry HR aspects, Effect of Liberalization on Industrial Relations in Jute Industry is of various types i.e., research reports (both published and unpublished dissertations), reports of the government and the papers published in various highly reputed journals. Surveys conducted by Ira Mitra, Supriya Roychowdhury, N. Bhattacharya and A. K. Chatterjee reveal that, "works divulge that, in pre-liberalization jute mill labour was most unstable and floating in character, and the labour supply in jute mills was greatly affected by the seasons. The bad living and working conditions, the low wage rates, and the fluctuations in the international jute market and hence in employment, leads to the failure of the leadership of jute mill workers."

Debashish Bhattacharjee and Tamal Datta Chaudhuri studies reveal that, "In India for the period 1960–86, a 'structuralist' macroeconomic model is advanced where the changing strength, structure and activities of unions are considered explicitly. The objective is to disentangle the effects of

factors specific to the bargaining process from the effects of overall economic development."

Samita Sen said that, "In pre-liberalization the jute mills were male dominated, poor urban women who lived and worked in this environment were confronted with frequent sexual harassment and the difference between male and female earnings also.

The studies conducted by Amiya Kumar Bagchi and Mason, P.L. revealed that, "The effect of Globalization on historiography and the economics of labour is dotted with conceptual frameworks which posit any (or several) of the following kinds of dualism: Dualism of body and mind, Dualism of unfreedom and freedom under fully developed capitalism, Dualism of unfree (pre-capitalist, pre-colonial) and free (capitalist, colonial) markets, Dualism of industry and agriculture (as in Lewis-type models of dualistic growth and development), Dualism of formal and informal markets of labour, Dualism of primary

Surveys conducted by Pravin Sinha and The Economic Times February, 2002 reveal that, "The trends indicate that in the years to come the Indian labour market will be of dual nature. The majority of the workforce would be unskilled/semi-skilled working on a casual basis. Rana Hasan, Devashish Mitra & K.V Ramaswamy said that, "in the post liberalization, volatility in productivity and output gets translated into larger wage and employment volatility, theoretically a possible consequence of larger labour-demand elasticity, leads to the deleterious effect on the wages and employee relations."

5. Research Design

The research methodology, which is adopted in this study has been discussed under the following heads:

1. Method of data collection
2. Questionnaire Design
3. Selection of the sample
4. Techniques of Analysis and Interpretation

5.1. Method of Data Collection

Keeping the objectives of the study in mind, the following methodology has been adopted for conducting the present study. While the views and opinions on broad issues have been collected from selected employees who have more than 15 years of experience from various departments and plants in the jute industry in North coastal Andhra Pradesh. The sample respondent employees constituted the main source of information which is collected by administering a structured questionnaire. Not only the opinions of employees, the researcher should take the opinions of the management representatives, trade union leaders, various labour officers, and government officials of state and central government of the jute industry those who are having more than 15 years of experience.

5.2 Questionnaires design

The researcher constructed a questionnaire using a five-point scale. Each statement in the questionnaire has five

alternatives. The respondent was required to give his/her opinion by putting a tick (✓) mark on any one of the five alternatives. The alternatives are Strongly agree, Agree, Neither agree nor disagree, Disagree and Strongly disagree. The questionnaire consists of 26 questions of three segments i.e. Wage and Salary Administration (12), Social security measure (7) and Welfare facilities (7). The questionnaire was related to industrial relations in post liberalization in North coastal Andhra Pradesh jute industry. Before administering the questionnaires, the researcher has conducted a pilot study in order to test the validity and appropriateness of the statements. To establish reliability and validity of the questionnaire, the researcher personally visited and conducted pre-test administrations of the questionnaire. This pre-test helped the investigator to structure the questionnaire and to improve the effectiveness of the final questionnaire.

5.3 Sample Design

The sample element must be derived from the population set which will be the true representation of the population set. The sample can be formed through probability and non-probability sampling techniques. We have used stratified-probability sampling techniques for deriving population set. The population has been classified into a number of homogeneous sample elements on the basis of employees' experience. The sample size has been calculated through online sample size calculation method using website [powerandsamplesize.com](http://www.powerandsamplesize.com)

Statistical Design

The researcher is to be tested the questionnaire which consists of 19 statements for its reliability by using Cronbach's alpha and found that the overall reliability of the above variables and corresponding items used are acceptable. The researcher is interested to apply Cronbach's alpha test to measure of internal consistency that is, how closely related a set of items as a group. Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items.

Factor analysis is to be used by researchers to identify variables and a pattern of correlations within a set of observed variables. Here, a single respondent's opinion about all statements were totaled and divided with total number of respondents reached to average mean scores of each element. Standard deviation is a measure of how the observations are located in relation to the mean. If the standard deviation is high, it indicates that there is inconsistency; if it is low there is a consistency among the factors

Researcher can be used correlation matrix to check the pattern of relationships. Correlation table will be indicated the clarity for making comparison of each IR element with another element. Next to that, the researcher is interested to find KMO (Kaiser-Meyer-Olkin) and Bartlett's test to check the adequacy and association between elements.

6. Data Analysis and Interpretation

The researcher tries to check the validity of the questionnaire, adequacy of information, sufficient

information through Cronbach's alpha breitel test. If alpha value is more than 0.5 then it is acceptable. The table 6.1 shows that Cranach's alpha value is more than the expected range for different district of 19 parameters aggregated by nine components which shows that the data is appropriate for analysis. The researcher also tries to find out the validity of data of the district of individual component. As a whole the table shows the completeness of data set as whole or individual components.

- 1) Wage & Salary Administration
- 2) Welfare measures
- 3) Social Security measures
- 4) Work environment

- 5) Grievance handling system
- 6) Participative management
- 7) Role of Trade unions
- 8) Impact of Strikes and Lock-outs
- 9) Employee Job satisfaction

Through Crohenbech's Alpha Betel test, the researcher interested to test the reliability, validity and adequacy of the data to be analyzed. As we know that the value more than 0.5 can be accepted and used for the analysis. The below table shows that the alpha value is almost more than 0.7, which indicates that the data is valuable for analysis

Wage And salary	Welfare	Employee Job Satisfaction	Social Security Measure	Work environment	Grievance	Participative mgt	Strike lockout	Job satisfaction
.762	.636	.689	.781	.842	.759	.639	.879	.763

The first step of data analysis is to describe or summarize the characteristics and behavior of data set using statistical tools. Here the researcher has tried to analyze through Mean, Median, Mode, Standard deviation and Skewness of the statistical tools. The table indicate that, the researcher have taken twelve parameters for analyze Role of trade unions component for analysis. In this table we can observe for all the case mean is greater than median and greater than mode,

which indicates that the case is normally distributed over the distribution. The standard error of mean of the attributes lies around 0.07 which shows that the data is suitable for the analysis. The standard deviation for all the attributes are more than one which indicates the employees given wide verity of answer for the questions.

Descriptive Statistics

Particulars	Wage And salary.	Welfare	Employee Job Satisfaction	Social Security Measure	Work environment	Grievance	Participative mgt	Strike lockout	Job satisfaction
N	Valid	220	220	220	220	220	220	220	220
	Missing	0	0	0	0	0	0	0	0
Mean	1.31	1.40	1.34	1.26	1.33	1.42	1.40	1.24	1.28
Std. Error of Mean	.072	.066	.067	.087	.070	.062	.076	.077	.057
Median	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mode	2	2	2	2	2	2	2	2	2
Std. Deviation	1.071	.972	1.001	1.286	1.035	1.171	1.072	1.021	1.126
Skewness	-1.553	-1.609	-1.443	-3.757	-1.448	-1.23	-1.409	-1.473	-2.357
Std. Error of Skewness	.164	.164	.164	.164	.164	.164	.164	.164	.164

KMO and Bartlett's test of sphericity produces the Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test. I have already stumbled across KMO and Barlett's test and have seen the various criteria of adequacy, but with a sample of 200 I shouldn't have cause to worry.

proportion of common variance within a variable. Principal component analysis works on the initial assumption that all variance is common; therefore before extraction the communalities are all 1. In effect, all of the variance associated with a variable is assumed to be common variance. Once factors have been extracted, we have a better idea of how much variance is, in reality, common. The table shows that 70% of the variance associated with question1 is common or shared, variance. Another way to look at these communalities is in terms of the proportion of variance explained by the underlying factors. As most of the researcher indicates that the communalities value should be 0.4 and more for the factor analysis. The table indicates that the data is suitable for the factor analysis

Table 5.4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.744
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.

For the KMO statistic Kaiser(1974) recommends a bare minimum of 0.5 and that values between 0.5 and 0.7 and that values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values about 0.9 are superb (hutcheson & sofionious, 1999). For these data the value is 0.794, which falls into the rang of being good. So we should be confident that the sample size is adequate for factor analysis.

The table shows the communalities before and after extraction. As we know that the communality is the

Communalities

	Initial	Extraction
Wage & Salary Administration	1.000	.702
Welfare measures	1.000	.372
Social Security measures	1.000	.301
Work environment	1.000	.531
Grievance handling system	1.000	.643

Participative management	1.000	.872
Role of Trade unions	1.000	.781
Impact of Strikes and Lock-outs	1.000	.655
Employee Job satisfaction	1.000	.749

Extraction Method: Principal Component Analysis.

The table indicates the total variance explained for the research. Initially the researcher has considered five no. of attributes/parameters for the research but this table indicates the number of factors for attribute will be two. These attributes are identified whose Eigen values are more than one. The first parameter whose variance is 29.071% is as compared to 23.904% for parameter - 2. These two parameters are explained 50.976% variance as a whole.

Table 7.6: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.354	29.071	27.071	1.354	27.071	27.071
2	1.195	23.904	52.976	1.195	23.904	50.976
3	.941	15.828	68.804			
4	.607	10.139	78.943			
5	.603	9.057	88.000			
6	.321	4.462	92.462			
7	.287	3.345	95.807			
8	.239	2.947	98.754			
9	.238	1.246	100.00			

Extraction Method: Principal Component Analysis.

Here the researcher tried to extract the factors which can be considered and so some information is lost. The retained factors cannot explain all of the variance presents in the data but they can explain some. The amount of variance in each variable that can be explained by the retained factors is represented by the communalities after extraction. However we requested that all loading less than 0.4 be suppressed in the output. Through the rotated component matrix I have derived that the first parameter will be participative management and role of trade union. The second parameter will be the combination of wage and salary administration and employee job satisfaction

6. Conclusion

The members of the industrial relations are employees, employer, trade unions and government. For harmonious industrial relations these four play a significant role. These four are independent as well as interlinked and interdependent also. Jute industry is an employee intensive industry. The organization sustainability is depending on the good industrial relations, According to the detailed study and survey, here the researcher give some suggestions to the Employees, Employers, Trade unions and Governments to improve the Industrial relations. They are as follows: participative management, role of trade union, salary & wage and employee job satisfaction must be given higher priority to improve the quality of the jute industry

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