

Situation Analysis of Trade Unions and Industrial Relations in Bangladesh: A Country Profile

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Abstract: *Industrial Relations (IR) is an inter-disciplinary field that encompasses the study of all aspects of people at work. IR is a fascinating subject for the study understanding discussion and practice, as it covers the whole range of human relations within industry. IR is a combination of various social sciences, the cumulative effect of which is to grease the wheels of industry and society. Sound IR can only be based on human relations and good human relations dictate that human beings should be treated humanely, which includes respect for human dignity, fair dealing and concern for the human beings physical and social needs. The research is based on desk study. Moreover, the recommendation would be helpful to the practitioners, researchers, planners, policy makers and academicians, who are involved in the concerned area.*

Key words: Situational Analysis; Trade Unions and Industrial Relations

1. Introduction

Trade unionism is the core of industrial relations. Primarily it is also referred to as phenomenon of the capitalist society, where in trade unions seek to remove the power imbalance between the buyer (i.e., employer) and individual seller (i.e. worker) of the labour power.

Infact, trade unions are born of the necessity of working class people to protect their rights and privileges as well as to defend themselves against enrichments, injustices, and exploitation by their employers. Thus, trade unions provide a platform for workers' collective action and constitute an integral part of the relationship between employers and the employed.

Individually a worker is too weak to protect and advance interests in his own and he can do so only when he acts collectively in his trade union with his fellow workers. The solidarity of workers through trade unions is indispensable to collective action because a trade union gives an individual worker the support of an organization capable of representing and safeguarding his interest, which he himself is unable to do either for fear of dismissal or for lack of knowledge. The immediate object of trade union is not ensuring equilibrium in the interests of the profiteering employers but to realize the worker's interests. Trade unions in developing and under developed countries are however, beset with innumerable odds. As far as trade unions in post-colonial societies under autocratic regimes are concerned, there can be found very little area of trade unionism uninfringed by power. Moreover governments ruling parties in the post-colonial societies of Asia and Africa take direct part in trade unionism thus making the industrial environment more violent and explosive. In such societies employers are backed by the law and administration of the State.

A trade union or labor union is an organization of workers. The trade union, through its leadership, bargains with the employer on behalf of union members and negotiates labour contracts with employers. This may include the negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the rank and file members and the employer and in some cases on other non-member workers. According to Webb (1910), "A trade union is a continuous

association of wage-earners for the purpose of maintaining or improving the conditions of their working lives. Allen (1971) mentioned "trade unionism is an attempt by otherwise relatively powerless individual employees to rectify the power imbalance. It is substitute for individual action and is an integral part of the relationship between the buyers and the sellers of labour power. Flanders (1975) also regarded that trade unionism is an integral part of complicated yet on the whole trade union means "any combination of workmen or employers formed primarily for the purpose of regulating the relations between workmen and employers or workmen and workmen or employers and employers or for imposing restrictive conditions on the conduct of any trade or business and includes a federation of two or more trade unions.

According to Cole (1955) "A Trade Union means an association of workers in one or more professions carried on mainly for the purpose of protecting and advancing the members' economic interest in connection with their daily work. Cunison (1930) viewed that trade Union is a monopolistic combination of wages-earners who as individual producers are complementary to one another but who stand to employers in relation to dependence for the sale of their labour and even for its production, and that the general purpose of the association is in view of that dependence to strengthen their power to bargain with the employers or bargaining collectively.

Most unions claim a right of exclusivity. The union has the authority to determine who may be a member of the union and who may not. Most unions assert a right to mandate that only its members, and no others, may be permitted to work at certain jobs.

Furthermore, the union contract is exclusive with regard to the employer, an employer is generally not permitted to seek out the services of another labor union or hire another competing labor union even if he or she is dissatisfied with the performance of the current labor union. These organizations may comprise individual workers, professionals, past workers, or the unemployed. The most common, but by no means only, purpose of these organizations is "maintaining or improving the conditions of their employment". Unions may organize a particular section of skilled workers (craft unionism), a cross-section of workers from various trades (general unionism), or attempt to organize all workers within a particular industry (industrial unionism). These unions are often divided into "locals", and united in national federations. These federations themselves will affiliate with Internationals, such as the International Trade Union Confederation (ITUC).

In many countries, a union may acquire the status of a "juristic person" (an artificial legal entity), with a mandate to negotiate with employers for the workers it represents. In such cases, unions have certain legal rights, most importantly the right to engage in collective bargaining with the employer (or employers) over wages, working hours, and other terms and conditions of employment. The inability of the parties to reach an agreement may lead to industrial action, culminating in either strike action or management lockout, or binding arbitration. In extreme cases, violent or illegal activities may develop around these events. In other circumstances, unions may not have the legal right to represent workers, or the right may be in question. This lack of status can range

from non-recognition of a union to political or criminal prosecution of union activists and members, with many cases of violence and deaths having been recorded both historically and contemporarily.

The concept of IRs has a wide meaning. The expression "industrial relation" by itself means relationship that emerges out of day-to-day working and association of labour and management. But when taken in its wider sense it includes "the relation between an employee and an employer in the course of running of an industry and may project itself to spheres which may transgress to the areas of quality control, marketing, price fixation and disposition of profits among others.

Industrial Relations is also concerned with determination of wages and conditions of employment. IR and human relations are distinctly two indispensable factors in industry, one depending on the other we can have good industrial relations in an industry, but bad human relations in the same establishment and vice versa. Good industrial relations provide the necessary background for human relations. In any undertaking, good relations between the management and workers depend upon the degree of mutual confidence, which can be established. This, in turn, depends upon the recognition by the employees of the goodwill and integrity of the management in the day to day handling of questions, which are of mutual concern. The first requisite for the development of good industrial relations is a good labour policy. The aim of such a policy should be to secure the best possible co-operation of the employees every employee should have the opportunity to contribute not only his services, but also his suggestions and ideas also towards the common effort.

The basic needs of an industrial worker are freedom from fear, security of employment and freedom from want. Adequate food, better health, clothing and housing are human requirements. The human heart harbours secret pride and invariably responds to courtesy and kindness just as it revolts to tyranny and fear. An environment, where he is contented with his job, assured of a bright future, and provided with his basic needs in life means an atmosphere of good industrial relation.

2. Objectives

The study has the following objectives

1. To understand the philosophy and concept of IR and Trade Union;
2. To focus on present scenario of IR and Trade Union policy in Bangladesh; and
3. To suggest some possible solutions for developing and improving the IR to Bangladesh

3. Methodology

Given the nature of the present study, it was required to collect data from the secondary sources. The authors were always careful of the objectives of the study and collected data accordingly to achieve those objectives. Secondary data were collected from research studies, books, journals, newspapers and ongoing academic working papers. The collected data may be processed and analyzed in order to make the present study useful to the practitioners, researchers, planners, policy makers and academicians of the concern area.

4. Analyses and Findings

The analyses and findings have been discussed the following the sub-heads

4.1 Trade Union and IR in Bangladesh: An Overview

Democracy in the larger society is a prime and essential condition for the development of industrial relations. In Bangladesh, the extent of democracy is very poor. It is surprising to note that after independence, the frequent changes in government and emergence of military rule during 1975-1979 and 1982-1990 hampered the democratic environment for industrial relations in general and trade unionism in particular.

Since independence every Government has been found to participate in the trade union activities directly through the formation of labour front. Due to government interventions, the industrial peace and productivity were affected a number of times. For example Awami League government maintained close contact with the workers through "Jatiya Sramik League (JSL)" the BNP government did so through "Bangladesh Jatiyatabadi Sramik Dal (BJSD)", Ershad government did the same through "Jatiya Sramik Party (JSP)".

The level of industrialization in Bangladesh is very poor. The level of employment is very poor too. Here the supply of labour is always much higher than that of the demand for labour. So the labour cost is low. Out of a total civilian labour force of 70 million about 2 millions are unemployed. Here the industrial workers are not at all class conscious. Due to very poor literacy level, workers of Bangladesh are completely in the dark about their rights and obligations. The labour force participation rate in trade unionism is only 12%. Due to improper physical fitness and lack of sufficient skill the productivity of our workers is very low. As a result, they cannot contribute towards the higher level of

profitability to the employers, thereby causing their level of wages to remain low. Till now the Government of Bangladesh could not ensure a satisfactory level of minimum wage for the workers (Khan and Taher, 2009).

Multiplicity of trade unions is one of the great weaknesses of labour politics in Bangladesh. As a result of weak strength, trade unions in Bangladesh is facing a number of problems like increasing political influence, inter and intra-union rivalries, unhealthy competition in Collective Bargaining Agreement (CBA) election, employers, tendency to avoid CBA process, etc. The opportunistic nature of trade union leadership has been responsible for poor labour movements. Most of the time, the trade union leaders acted as agents of employers and of the political governments. Another major hindrance to good industrial relations is the politicization of labour unions by outside political leaders. This leads to multiple unions on the one hand and inter-union rivalry on the other. Inter-union rivalry depresses both a union's membership and its finance. The final result is that a union finds itself unable to carry out constructive activities or to play an effective role in collective bargaining. Its status is reduced to a mere strike-committee.

4.2 Situation Analysis of Trade Unions and Industrial Relations: Discussion

Situation analysis discuss under the following heads

4.2.1 State Intervention

The maintenance of a climate of good Industrial Relations in society depends largely on the role-played by the State as

an 'actor' in the industrial relations system. Because it is the duty of the State to formulate labour laws and policies, to administer them and also to uphold justice so that neither the worker nor the employers should suffer. Thus in any society the State acts both a planner and an administrator in the industrial relations systems. The Development of healthy labour – management – relations. State appears on the list of priorities of development planners, but in demographic societies with a vocal and well organized labour force such as omission may have costly and disastrous consequences. The State has had a major role to play, as a leading actor in industrial relation. It has played a dual role one as the initiator of policy and the other as an employer, or owner, by setting an extremely large public sector. Having embarked on a path of rapid industrialization to take the nation out of poverty and into an era of progress and employment.

On the IR front, the concern, for the weaker partner in industrial progress, i.e., the employees promoted the government to enact a variety of labour laws, to set the base of minimum wage standards and safety and protect the employees. These laws not only covered rights and privileges but also guaranteed certain levels of income and condition of working environment. The states also, as has been noted, setup machinery such as the Labour commissioners office to resolve industrial and set up labour courts and industrial tribunals as a district labour judiciary at the lower level of the judicial ladder.

The State in relation to trade unionism, as in all cases, is a repressive machine holding down, particularly the oppressed, exploited class. Thus the trade unions have to act in opposition to both the employers and

the State. The trait of the employers varies from the public to the private sector. Though the legal basis for organizing union activities is the same in both sectors, trade unionism has been more active and flourishing in the public sector. Since management in the public enterprise, has unlike that of the private enterprise, been much more tolerant about trade unionism. Trade unions are to be affiliated with national and international bodies in order to draw strength at times of their crises. ILO is the major international organization to take unions members state from government interference.

4.2.2 Multiplicity of Unions

In multi – union situation at the plant level, the problem of inter- union rivalry frequently poses a managerial problem. Disagreement among unions to technological change, rationalization, automation or terms and conditions of employment causes work stoppage. Sometimes one union agrees while the other doesn't, for a variety of reasons. These shifts are also due to the rivalry among leaders or to differences in strategy to be adopted or to differences in ideology. A clash of personalities and egos also plays its part. Multiple unionisms also to multiple enrolments in unions and non-subscribing members, causing delay or failure to get recognition. This restrains a union's bargaining power during a period of prolonged strike while the unions are squabbling among themselves for dominance, the workers are deprived of their wages and the plant suffers a loss of production. The primary role of a union is to protect the workers and to channelise their efforts into more rational directions so that the viability of the plant is also enhanced. The effect of having multiple trade

unions both at the macro- and micro levels serves only to weaken the workers' power base while at the same time negatively affecting the viability of the plant. However, it must be noted that in spite of the foregoing there are many organization where multiple unions exist and the management does effectively negotiate, and conclude agreements. In many plants, workers are unionised – on a craft – basis their special skills or training bonding them together. Multi-unionism is more problem where general unions exist, for whom all categories can be organized in one general union.

4.2.3 Political affiliation

Political links of trade union have been almost universal although the nature and extent of the relationship between trade unions and political parties differ from country to country. While in many others, trade unions are tied up with to many political parties through multiple federation of the Trade union. In this case, all the trade unions within the country assemble together under one umbrella and for that matter the country's working class remains united. It is very difficult to distinguish between trade unions and political parties and also between trade union leaders and politicians. In most case, a trade union leader and a politician was one and the same person. Many of the prominent politicians were veteran trade union leaders and vice –versa. As Post-colonial society in the third world, Bangladesh has made little departure from this experience. The workers and most of their prominent leaders were closely involved in the nationalist, movement against both British and Pakistan domination and finally the liberation was draw trade Unions and major politics parties into such

a deep intimacy that their existence become in separate.

Unions through their collective action are organization concerned with the interest of a particular class. Hence, they are also concerned with the distribution of power. Since distribution of power and decision making is linked with the political process, the interrelationship between politics and unionism is part of this process which its perpetual. Both political parties and unions have a vested interest in each other as the effect of their actions and strength is of interest to each other. Unions have a vital state in the political process and the decision that will change or restructure the balance of power within their society. The growth of the major political parties, which have different ideologies and approaches, top the distribution of power and the role of labour in society.

4.2.4 Leadership of Trade Unions

Leadership role in a trade union has a variety of demand placed on it. Not only does it require a certain amount of technical knowledge of the nature of business of the particular organization, but also a sympathetic understanding of the workers, their attitudes and their problems. A certain amount of commitment and empathy for a cause, even in uncertain conditions, is necessary. Till now the attraction for persons entering this occupation has been the possibility of a political career in the future. However, there have been some plants unions, which have been run, vary professionally and have at the same time been concerned with the viability of the firm or the enterprise as well as the good of the workers.

A trade union is not only operated but is also known by the people who provide

leadership through thick and thin. Sometimes the strength of a trade union is synonymous with the strength of its leadership. Trade union leadership is thus the core of the country's trade union structure, specially in a society where large-scale unemployment on the one hand.

The question of the right type of leadership is relevant here. A leader who remains loyal to his organization and also to the rank –and- file members can be designated the right type. Because his primary duty is to serve his organization and its members against any encroachment from either management or government. This is no doubt a difficult task for him in a backward society like Bangladesh where they are left with only two alternatives

1. To remain loyal to workers and to suffer innumerable oppression, even to the point of imprisonment and dismissal, and
2. To playing into hands of management and government and thereby becoming in rich overnight.

It is an acid test for them when it comes to choosing between these two alternatives, and most of them most often fail. During field work most of the trade union leaders, especially at plat level, were found to have failed in the acid test and were called traitors by the workers. Only an insignificant portion of the trade union leader, who were mostly outsiders, were found to have survived the test of time either because they had strong political motivation due to ideological commitment. Because they had more a craving for popularity among the workers than for money or anything else.

Another phenomenon has been the role of the 'outside' leaders in the union. This is partly due to the low level of education of

the workers, their lack of opportunities to gain experience and therefore their dependence on a small elite of educated and influential people. All these factors have led to the domination of the trade union positions by 'outside' leaders. The technical demands in terms of understanding the voluminous and all embracing legislation are formidable and a legalistic approach seems to be all – pervading. Therefore, familiarity with the various pieces of legislation does play a part in getting things done. The social distance between the manager and the worker has also played its part. In a tradition bound society which gives due difference to authority, the distance between the managers the worker has been substantial

Trade union leader are also formed to maintain direct or indirect relationship with political parties. In Bangladesh, legal frame work of political parties requires such direct link, for under the rules, each political party needs to have its 'workers' and 'students wing. Hence, it is formed that majority of the national and industrial federation and almost all the plant level trade unions have direct link with political parties.

It is needless, to say that Bangladesh, the repressive measures rampantly used by the employers (management) ultimately led to the inadequate supply of able, competent and dedicated 'insiders' for trade union leadership. As a result 'outsiders' participation is vital for healthy trade union leadership as well as labour movement of Bangladesh.

4.2.5 Industrial disputes

An industrial dispute, as defined by section 2(k) of the industrial Disputes Act, means any dispute or difference between

employees and employers between employers and workmen or between workmen and workmen, which is connected with the employment or non- employment or the terms of employment or with the conditions of Labour or of any person. Industrial dispute doesn't mean a dispute between on individual workman and the management, but if other workmen or majority of workers of the establishment, or takes up an individual dispute by their union, then it becomes an industrial dispute.

Conflict, as one of the features of industrial relations, is general concept. When it acquires a concrete and specific manifestation, it becomes an industrial dispute, that is industrial conflict is general, where as industrial dispute is specific. Industrial disputes may be said to be disagreement or controversy between management and labour with respect to wages, working conditions, other employment matters or union recognition. Such a dispute may include controversies between rival unions regarding jurisdiction also. There can be as many industrial disputes as there are points of contract between management and labour or one industrial dispute may cover many issues of conflict. When issues of conflict are submitted to the management for negotiation, they take the form of industrial disputes. Therefore, the specific causes of industrial conflict many be treated as causes of industrial disputes also.

Disputes between management and workman can be caused sometimes, by very minor matters in a place where industrial relations are poor. Normally immediate causes for disputes are wages or bonus or Leave or poor- working conditions or non-compliance with provisions of law and changes made in the conditions of service. Trade disputes arise

in the employment or non – employment of any person; the terms of employment of any person and the conditions of Labour of any person.

Industrial disputes are a common phenomenon of the industrial way of life in all countries. What ever may be either accepted economic systems or levels of economic development? It is a hard fact that industrial disputes can never be absolutely eliminated, they can only be minimized and resolved as and when they occur.

The inability of the government and courts to settle disputes peacefully to the reasonable satisfaction of the parties concerned generates resentment and frustration which might cause irreparable damage to the credibility of national or trade union leadership. The economy's growth prospects are imperiled as social tensions mount and the investment climate deteriorates. Role of the State in industrial relations as well as dispute settlement increases substantially, if the state is the single largest employer of labour.

Industrial disputes in Bangladesh are quite high. As relatively low percentage are resolved through employer- employee bargaining. There is a long chain of settlement of industrial disputes in Bangladesh. The process in short is charter of demand placed by trade union or CBA – collective bargaining – settlement or failing at this stage follows requisite for conciliation settlement or certificate – settlement or appeal to labour court appellate tribunal – settlement not writ petition to high court. Disputes are mostly settled in any stage of midlevel in chain. In Bangladesh, disputes in the public sector are largely resolved either at the corporation or at the national level, where as the disputes in the private sector are normally resolved

through collective bargaining. If such settlement is not possible through collective bargaining the concerned parties may resort to the use of next course of action like conciliation, adjudication and the like. In Bangladesh, two methods and the procedure under each are now in order. International methods and external methods. Internal methods refer to settlement of industrial conflict by the parties themselves without any intervention from outside. The generally used internal methods are informal discussions, grievances procedure and collective bargaining. External methods involve third party intervention in the resolution of conflict between workers and management. The parties are conciliator, mediator and committee of inquiry and arbitrator.

4.2.6 Trade Union Structure

Since trade unions are organizations of workers for the protection of their common interests, it is this community of interest that constitutes the base for the formation of trade unions. But there are many possible interpretations of the term “Common interests”. It is one thing to say that interests of all workers are common but in reality, the consciousness about the community of interest may not be deep enough to be widely perceived. Workers, being in different stages of group and class-consciousness, may have divergent interests and objectives, as they perceive them to be. Due to this divergence, a variety of structural types of unions have emerged.

Workers pursuing a particular craft may appreciate their common interests as being different from those of others and form a union of their own. Similarly, workers employed in a particular industry may realize

that irrespective of their craft affiliations, their interests are common and may establish a union covering all the workers employed in that industry. On the other hand, workers working under a particular employer at a particular place may form a union of their own irrespective of the interests of other workers working in the same industry. Likewise, workers working and residing in particular locality, irrespective of the craft, occupation or the industry in which they are employed, may develop common sentiments and form a general union that there is a variety of bases for the formation of trade unions. Each of these bases gives rise to a particular type of union, for instance, craft union, an industrial union, a general union and so forth.

Craft Unions

A craft union is thus an organization of wage-earners engaged in a single occupation or craft. Such a craft union may cover all workers engaged in that craft, irrespective of the industries in which they are employed.

Industrial Unions

An Industrial union is organized on the basis of an industry rather than a craft. The industrial union attempts to organize

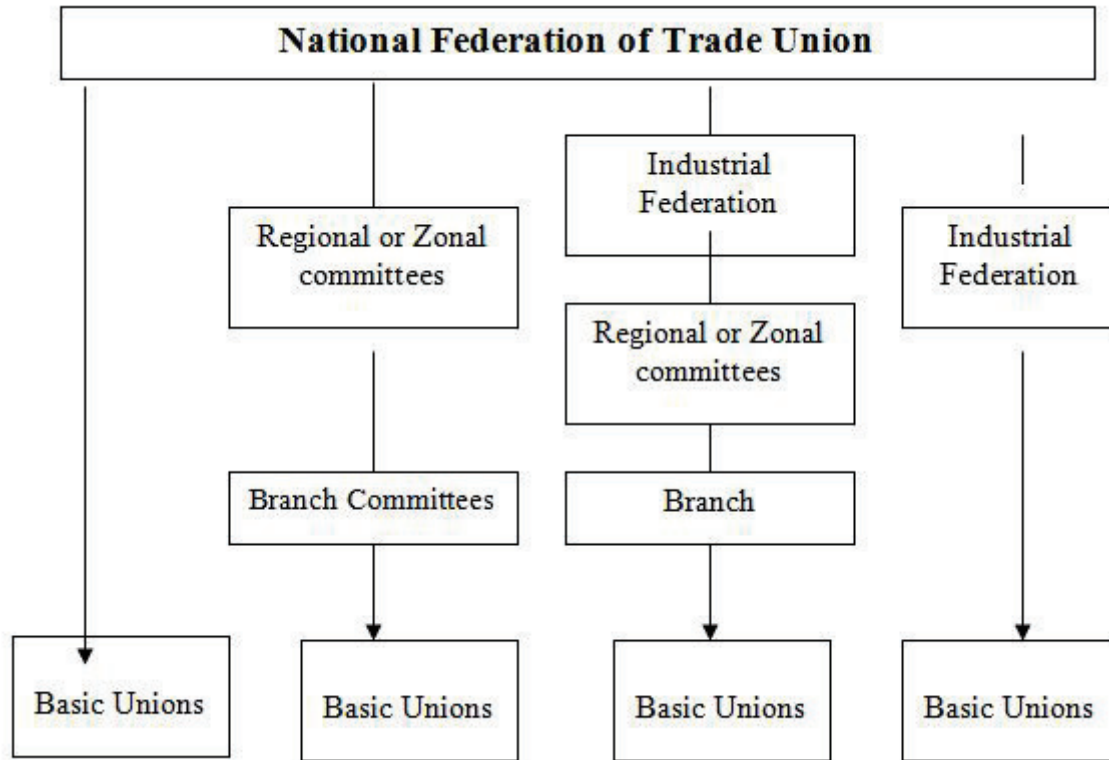
into one homogenous organic group, all the workers-skilled, semi-skilled, unskilled –engaged in a particular industry or industrial establishment. Such unions may be formed at the plant, region or industry level.

General Unions

A general union is one whose membership may cover workers employed in many industries, employments and crafts. It requires a very high degree of consciousness among the workers merging their separate industrial and occupational status to form such unions.

However, ever Bangladesh won its independence in 1971 and became a member of the commonwealth in 1972 with republican states. It is essentially an agricultural economy, with a high density of population a very low percapita gross national product. Trade union activities in Bangladesh have along and at times blood history doing back to revolt by tea plantation workers in 1920 and the formation in that year of the All India Trade Union congress. In broader trade unions may be compared to a body politic with a complex of individual organs. The following diagram may represent the trade union body politic from the structural viewpoint.

Figure 01: Structure of Trade Unions in Bangladesh



The above representation of the body politic clearly shows that in general it has four broader types of hierarchical organs. There are shown in the following:

Type 01: Basic union/ National union ---
----- National Federations.

Type 02: Basic union ----- Branch committees ----- Zonal or Regional committees
---- National Federations.

Type 03: Basic Union ----- Branch Committees----- Zonal or Regional

Type 04: Basic Unions ----- Industrial Federations ----- National Federations.

It is thus observed that type-01 has no middle tier, type-02 has two middle tiers, type -03 has four middle tiers, and type -04 has one middle tier.

Basic Union

Trade union at the plant or enterprise level is usually referred to as basic unions. They are formed at the unit or enterprise level with the membership of worker or employees of the particular unit or enterprise. Such a body being at the grass root level has the advantage to be closet to the rank – and – file members giving scope to know directly at first hand the day to day problems of the workers and deal with the same within the capacity of the union and if necessary to take their appropriate measures of appropriate time to mitigate these problems.

Industrial Federations of Trade Unions

A federation of trade union that works within the jurisdiction of a particular industry is referred to as an industrial federation. Such as federation, consisting of some unions (two or more) belonging to a particular industry provides a common platform and a joint endeavor of workers employed in different enterprise or units of the industry.

In general an industrial federation formulates charter of demands, convey workers' grievances to the authority or to the Employees' Association negotiates with the authorities concerned, and takes necessary step contingent on the result of their negotiations.

National Federation of Trade Union

A National federation is as apex organization of trade unions within the country. So far as all types of trade union organizations, including national unions and industrial federations can be affiliated with any such federation of their choice. The federations units may take guidance from it for formulating characters of demands, organizing strikes and conducting negotiations with the management.

Regional Committee

This committee is alternatively known as zonal committee and is formed in different regions at the initiative of the central executive committee of the federation. The central committee may also determine its composition. It is constituted to ensure effective communication between central committee and basic union. We on the basis of filed

information inform the central committee and this is very much essential at times of crisis.

Branch Committee

Branch Committee is an organ of the central committees. This committee helps collection of subscription from units, which otherwise becomes a difficult task.

The laws and policies of a government for industrial relations in fact, reflect the attitude of the government towards labour. Bangladesh has inherited most of her labour laws from the colonial period. At present there are as many as forty or above labour and industrial laws in operation concerning the issues and problems of industrial relation. Some of these laws have been designed in the light of the ILO convention ratified by the Bangladesh.

4.2.7 Corruption practices

Corruption and labour racketeering have long been present in trade unions of different countries in different forms and degrees. Economic power, political power and an unholy alliance between might and trade union leaders provide opportunities for the corruption of trade union leaders. It also observed that corruption and racketeering have long been present in trade union leadership in Bangladesh. It is rightly asserted that the strength of trade union and its leadership is synonymous. Corruption and labour racketeering have long been present in trade unions of different countries in different forms and degrees. Economic power or political power and an unholy alliance between management and trade union leaders provide opportunities for the corruption of trade union leaders.

In general a corrupt union leader can get private payments from employers or management in return for a substandard contract – a so called sweet heart agreement – or in turns for settling or averting a strike would impose loss on the firm. Also employees sometimes assist in organizing such a union to forestall organisation by a legitimate union.

4.2.8 Trade Union Leadership Character

Now a day, all trade unions have various weaknesses different countries. However, the followings are the weaknesses of Trade union leadership in Bangladesh.

1. Influence of Political Parties

Close relationship of political parties with trade union also leads union leaders to be bribed by political parties to serve their interest.

2. Corruption practices

Corruption and labour racketeering have long been present in trade unions of different countries in different forms and degrees. Economic power, political power and an unholy alliance between might and trade union leaders provide opportunities for the corruption of trade union leaders.

3. Interference by the Government

Consequent upon the centralization of management at the national level, there has also been an attempt by the state to preempt industrial conflict by removing it force its place of generation to the remoter area of government dominated administrative and judicial procedures which are concentrated around government operated conciliation and adjudication of industrial disputes.

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