CHAPTER-3
REVIEW OF LITERATURE

3.1 Introduction

Worker participation has been explained as a part of industrial democracy. The spread of industrial democracy in Western Europe in late seventies is described as a story of evolution of capitalism. In countries where it was occurring, affected the nature, control and even ownership of private enterprises. Hence, industrial democracy affected many aspects of lives of different people in modern society. This commitment explains rising workers demand for increasing control in management decision making. The increasing interest in worker participation has been traced to a number of factors. Firstly, the political pressure which was designed to extend the popular independent indulgence in the larger society to the economic area. Secondly, the growing pressure on the collective bargaining system arising from continuing difficulties from negotiating in the context of high inflation and in some instances increasing disenchantment with the dialogue of disagreement. More importantly, is the endemic problem within the modern industrial system which may tend to encourage employers to consider experimenting with different forms of participation. And lastly, the growing interest in participation was encouraged by the problem associated with denying powerful groups at shop floor and work groups for the purpose of formal and legal means of exercising their rights. It was found that in these type of situations, the workers concerned employed informal bargaining methods and illegitimate facts to attain their goals. To prevent these negative trends; management is forced to bring in certain participatory management schemes (Mills 1997).
The industrial democracy movement can be seen therefore as part of the Quality of Work Life Movement (QWLM) which spread throughout Europe during early 1970s. A major momentum to this society was provided by the Workers Constitution Act Passed by the (German Bundestag 1972). The Act imposed an obligatory Worker Council on every German venture employing more than five employees. In the 1990s, the industrial democracy movement took the shape of employee representation (Freeman and Rogers 1993). As comparing to worker participation and other forms of industrial democracy; employees’ representation describes greater influence of workers in several aspects of the work. It also involves restructuring management to meet the new demands of competent management, international competition, fast technological change and changing work force expectation of work.

In a few schemes, employees were given consultative role which rarely granted them with an influential voice. But this is still far little of sharing decision making power which a full worker participation program may involve. Levine and Tyson (1990) differentiated between consultative and other forms of participation. In the consultative type of participation employees provide advice, but it is the right of management to make decisions. In participatory systems workers have greater control over methods and rate of work and take decisions that significantly affect the production system. This same forms of participation in the words of Kochan (1992) are called “off-line versus “online” participation. These terms distinguish between workers suggestions to management through problem-solving groups other than related to the job and workers who make decisions with respect to work itself or quality control as part of their routine work responsibilities (Kester, Zammit, and Gold, 2002). Studies have also focused on the effect of worker participation on organizational performance (Lawler et.al. 1992). These studies found that
participation programs have positive as well as in some cases uncertain effect on productivity. In addition, workers participation and healthy industrial relations practices may work together so that the cumulative effects on organizational performance are superior than the effects on the individual (Cooke, 1994). In the view of Kester, Zammit and Gold (2002), democratic participation is no longer primarily a battlefield between capital and labour, implying a win-lose game, but a common challenge, a win-win game that forces all parties to think again the rules of the game and the roles of the actors.

The status of worker participation in the developing world, including south Asia, Middle East and African countries are characterized by a break-up of existing patterns. (Mankidy, 1984). In many of these countries, there is an increasing awareness that the labour relations formed in these countries are just for namesake. Trade unions are also seen as very weak in many of them. Also, on the ideological ground, collective bargaining is rejected because of its stress on the dependent wage position of the worker. Kester and Thomas (1981) have demonstrated that there is rapid growing interest in the expansion of worker participation in developing countries. In their studies, they found one or other form of worker participation in these countries. Sometimes worker participation was introduced as an essential part of development strategy. As in the case of Tanzania, the idea of worker participation formed an important feature of her socialist ideology. This is anchored on the concept of human centered development strategy.

Thus it is concluded that worker participation means the establishment of institutions systems though which management and workers meet on equal footing to discuss, consult and bargain the terms and conditions of employment. It may be determining
objectives and policies, or the day to day decisions related to factors of production (Yusuf, 1992). However it is evident that this system is very defective because of its restrictive nature. Consequently, such arrangement cannot grant effective participation right to the workers (Adewumi, 1993). The human relations and participatory democratic theories are adopted to guide our society on worker participation in management decision making. The human relations theory emerges from the understanding that the co-operation of workers is enviable for the accomplishment of the objectives of high productivity and industrial harmony. It contends that workers would be better motivated if they are treated like human beings rather than as foolish objects. For instance, by making them to feel that the organization give them recognition by involving them in the decision making process. The worker is to be perceived in terms of his membership of a social group rather as an individual. And finally, his behaviour is seen as a response to group norms rather than simply being directed by monetary consideration. Workers should then be expected to react to group norms so that when they are given the opportunity to take part in management decision making, they are likely to react positively to organizational issues.

The democratic participatory theory emphasizes on conditions which are necessary for effective workers participation and utility performed by participation to the individuals and society. For instance, Rosseau (1956) propounded that through participation in decision making, individual sense of liberty is increased since it gives him a very real degree of control over the way of his life and constitution of his surroundings. Also, it serves to boost the value of individual freedom by enabling him to be his own master. Mills (1965) sees industry as an area where the individual could gain experience in the management of the group just as he could in
government. The theory views the political arena as a kind of market place in which individuals constantly attempt to maximize the benefits, minimize losses they could secure from the political process. It assumes that man is selfish in the sense that each member would be motivated by the desire to defend or enhance his own personal interest. The theory assumes that increased participation is likely to increase the feeling of political efficiency that ordinary citizens possess. This helps to increase the prospective so that their actions can have effect on public policy and lead to a greater sense of control over their public lives. In essence, greater participation in one sense of life leads to greater participation in other spheres i.e. the work place (Pateman, 1970)

The extensive research of literature on the issue was carried out and the important and relevant studies are only mentioned here under. These studies were either referred from books, journals and in most cases online availability of information is compiled to have clear idea about the selected topic.

1. Wang, W. & Yang, X. (2015), this article explains the participation and job satisfaction relationship in public organizations. The different types of workers’ participation may produce different effects on job satisfaction but the literature often fails to account for the effects of different forms of participation. The author concludes that informal participation has positive and significant influence over job satisfaction. The findings help us to understand the effects of informal participation and may serve as a beginning to more extensive research on other forms of workers participation.

2. Gallie, D. (2013), in his article evaluates the importance for the quality of work of three forms of direct participation – individual task discretion, semi-
autonomous teamwork and consultative participation. In his survey of British employees he assesses their implications for employee welfare, specifically their individual importance, their implications for learning new skills and their effects on psychological well-being. He concludes that individual task discretion is the most effective form of direct participation, and consultative participation follows. There are positive effects of semi-autonomous teamwork but these are weaker and less consistently significant. Though, excluding those with weak initiative orientation, the effects are generally positive for different categories of employee.

3. Soni and Saluja (2013), attempt to analyze the human resource development in co-operatives. Human resource management plays a vital role in the implementation of strategic management in an organization and cooperative cannot be ignored in this regard. The existing organizational design of the majority of the cooperatives does not conform to the basic principles of human resources management. The cooperatives are generally headed by a committee of elected members, in most cases who are not the professionals. It is suggested that the cooperatives will have to evolve superior personnel policies encompassing proper manpower planning and assessment. It is also necessary to develop scientific staffing standards. Conscious and well specified principles in crucial areas like recruitment, placement, training, career progression, managerial grooming, etc., are lacking in most of the cooperatives. There is no evidence of an objective system involving professional guidance for recruitment in cooperatives in several states.
4. Edwards & Edwards (2013), in their study examine changing employment brands in the context of a multinational acquisition, specifically the implications for current employees. The study explores identification with employment related predictors, specifically perceptions linked to the provision of unique employment experiences, acquiring organizational strength, perceived prestige, corporate social responsibility and judgments of whether the acquiring organization acts in accordance with its corporate identity claims. The study finds out subsequent levels of participatory effort and long-term intent to leave and also perceptions linked to the provision of unique employment experiences. The perception in this regard is also of concern related to change in identification and intent to leave across time and finally it is observed that, these elements have a varied effect on the adjustment outcomes when comparing the two workforces.

5. Appelbaum et. al. (2013), put emphasis on workers participation in decision making as a motivating tool for their job satisfaction and commitment to work. Workers’ participation contributes to a trustworthy manager-employee relationship and enhances employees’ efforts. This three part empirical case focuses on studying the relations between employee trust in management in a manufacturing company and their satisfaction with job, their intention to quit, extent of participation in decision making. The authors find that workers faith in management is very important variable for their willingness to participate in decision making. Inadequate participation in decision making leads to low level of job satisfaction and employee commitment. And finally, be short of employee dedication and engagement affects the employee’s intention to quit whenever they get a better opportunity.
6. Adshade (2012), describes the female labour force participation in an era of organizational and technological changes in twentieth century. The author opines that despite this increase in female labour supply, the wage paid to female clerical workers to male manufacturing wages has not increased. The induced technological change and organizational change that favours skilled worker may require the increase in female real wages. It requires a framework that motivates the female workers for participation in decision making.

7. Anuradha, A. (2012), in this paper the author attempts to present the impact of workers participation in management on industrial relations. It is emphasized that harmonious relations between workers and management has become essential. The balance between profit and social gain as well as authority and industrial democracy is must. It is concluded that if the workers participation is implemented in true spirit, it results into sound industrial relations and finally leads to high productivity, high profit and finally high satisfaction at all levels.

8. Bose and Mudgal (2012), carry out a study about Trade Union Participation in Leather Industry in Kolkata. The trade union formation shows big variations from small, medium to large organizations. In the small and medium leather organizations trade unions are functioning under the industrial union banner whereas in large organizations unions are mostly organization specific. In this paper authors attempt to study different factors like trade union loyalty, instrumentality, and association attitude and
workplace collectivism as the determinants of trade union participation in the organized leather industry in Kolkata.

9. Bruckner et. al. (2012), find relationship between increases in government expenditures and labor force participation in Middle East countries. Fiscal expansion leads to increase in real wages, unemployment and at the same time labour force participation due heterogeneity of workers.

10. Donaghey, J., Dundon, T. & Dobbins, T. (2012), have opined that non-union employee representation (NER) is an area which has attracted much interest in the voice literature. The study considers NERs as a means of union avoidance. The authors have used a critical case study of a union recognition drive and managerial response in this article which contributes to a more nuanced interpretation of the literature dialogue than hitherto exists. The findings challenge existing interpretations within the field rather than through any paradox in managerial intent.

11. Huang, X. (2012), this study investigates the controllable attributes of an employee and how these influences the participative leadership, psychological empowerment and work performance. This states that employees usually point their negative experiences in organization like failures and setbacks to controllable or uncontrollable causes. The participative leadership had a weaker impact on employees’ psychological empowerment for those who had a low rather than high controllable attributes. The psychological empowerment was found to fully mediate the joint effect of participative leadership and the controllability attribution style.
12. Sharma et. al. (2012), tries to assess the level of job involvement of senior managers working in a Central Public Sector Undertaking, and identify the predictors. The variables examined as the potential predictors included certain personal attributes of the employees and several situational factors in the form of various dimensions of organizational climate. After collecting primary data authors use Regression Analysis and identify three critical predictors of job involvement. Demographic factors such as age, experience and grade were found to have no influence on job involvement.

13. Sen (2012), examines the role of trade unions in unorganized sector of Beedi industry and Brick Kiln workers. After collecting primary information from workers and trade union leaders, the effect of globalization is studied on these two industries. These two industry workers are normally ignorant of the labour laws and especially their rights. They are kept away from social security purview and not provided minimum wages and adequate work environment. Trade union has been successful in organizing at least some of them, and even in bargaining collectively on their behalf.

14. Todkari (2012), study the role of co-operative sugar factory in rural development of Maharashtra. These sugar factories play a major role in the socioeconomic development of rural areas of the state by helping to solve the problem of unemployment by providing employment in the growing industries and business. The Bhima river catchment is favorable for sugar cultivation in Maharashtra, the drought area is large than irrigation area. For the drought area sugar factory become key factor of development and employment. In this investigation primary and secondary data are used.
15. Delfini et. al (2011), analyze the factors that influence workers participation in unions and how these factors. To identify different levels of employee involvement, a multiple correspondence analysis and a cluster analysis is carried out. A multinomial logistic regression model is applied to establish the relative importance of different factors associated with worker, firm, and their characteristics. The results show that firm-related factors do not affect worker participation in union but the workers’ social and occupational characteristics play a vital role in union participation. The active participation and higher commitment to union activities depend on the presence of union and workers’ seniority.

16. Justus et. al. (2011), in this study find out the patterns of labour turnover and effects of labour turnover on Sony Sugar Company limited. The study uses a sample size of 108 people out of the total population 1,008. Purposeful sampling is used to select the key respondents while random sampling is used to select the main respondents. The study used interview schedules and questionnaires to collect data; they are administered to the key and main respondents at their offices. Data is analyzed using statistical package for social sciences (SPSS) and frequency distribution tables are used. The study come up with many recommendations which includes; introduction of better overtime pay and workers should be encouraged to take up the opportunity, the managers should involve workers in decision making, fringe benefits and opportunities for growth be put in place in order to retain its workforce, the management should implement the findings of labour turnover in order to reduce its effects, the management should streamline the promotion
procedures and should be followed strictly and Worker friendly leadership styles be used by all managers.

17. Knudsen, H., Busck, O. & Lind, J. (2011), the article discovers employee participation influences on the quality of the work environment and workers’ well-being within six different industries. The direct as well as indirect participation at the workplace level were studied. Quantitative and qualitative comparative analyses explore that work environment quality and high levels of participation go hand in hand. Among different types of participation models the highest level of participation, including strong elements of collective bargaining and also the best work environment, measured as ‘psychosocial well-being’, were found at workplaces managed with democratic principles.

18. Cregan, C. & Brown, M. (2010), this study investigates the eagerness of employees in a unionized environment to participate in a joint consultation committee by investigating the differences between union members and non-members. The authors take assumptions from a consumer services approach to participation in collective activities. The hierarchical regression is used to analyze the survey responses of 1456 employees in a large Australian public sector organization. Employees are more willing to participate in the JCC the more they expected instrumental outcomes and the more they valued discussion of issues that lay outside collective bargaining. On the other hand they were less willing to participate the more they valued discussions about issues normally dealt with in union-based negotiations. Those who were not
members, they were more willing to participate as they expected the JCC to result in democratic representation.

19. Kramer, B. (2010), this article compares sales per employee for employee-owned through employee stock ownership plans with traditionally owned firms. Responses are used to estimate worker participation effects in both types of the firms in US. It is found that sales per employee are substantially and significantly higher for the employee-owned firms. This effect is significantly greater among smaller firms, and improves as the average employee’s ownership stake in firm stock goes up. Keeping firm size and employee stake constant, the employee-owned advantage is substantially greater in the large group of firms which are 100 percent owned by their ESOP trusts. Holding firm size constant, increased production—worker influence on three facets of firm innovation also improves the advantage.

20. Markey et. al. (2010), examines both direct and representative participation by employees. The hypothesis is that effectiveness of employee participation correlates positively with work environment quality. Comparison is done between Denmark and New Zealand. Food processing industry is critical to both the countries in terms of employment and export. The participative management practices are greater and longer in Denmark. The qualitative and quantitative data for the two food processing plants each was collected; 3-6 interviews in each plant including HR managers, other senior managers and employee representatives were conducted; and a questionnaire survey of a random sample of employees from each plant was made.
21. Ornoy et. al. (2010), found correlation between employees' attitudes and their participation in decision making. In this study the relations between personal characteristics of employees and attitudes toward participation in decision making were explored. It is found that women, Israeli immigrants and especially those in managerial jobs had a more positive attitude than men and non-managers. Also employees with higher seniority, internal locus of control, and work satisfaction expressed a more positive attitude toward participation. Finally this study suggested that in times of globalization managers have to consider not only the motivation of workers but also the original cultural differences.

22. Richardson, A. et. al. (2010), this article investigates the opinion of leading advocates of lean production and high-performance work practices that these increase employee influence. It also examines their experiences in the automobile and aerospace sectors in Italy and the UK. In spite of national differences in industrial relations and cultural differences between firms, a significant democratic shortfall existed in all cases.

23. Shyam Sundar (2010), in his paper seeks to identify the important changes in employment relations in the post-reform period in India. Some important developments were taking place in the industrial relations system as well and state regulations for employment. Along with the management of product market, it was also essentials for state regulation to monitor the development of the industrial relations system. These issues are discussed at length in the paper.
24. Srimannarayana (2009), in the study identifies measures of human resource activities in India. The information is collected from 109 HR professionals across India. The author speaks about increase in HR budget, emergence of HR accountability and maturity of HR functions in a few organizations. He concludes that HR activities improved from a limited extent to a significant extent but the focus of measurement is largely on traditional HR measures and not on business impact measures.

25. Chauhan (2009), in his study to determine the level of Job Involvement and extent of burnout among managers reveals that the managers scored high on Job Involvement, low on emotional fatigue and moderate on personal accomplishment. He also finds the correlation between Job Involvement and Burnout. The results show that Job Involvement had a negative correlation with De-personalization and Emotional Exhaustion and positive correlation with Personal Accomplishment. The correlation results indicate that Burnout can be reduced or avoided if individuals develop a high level of involvement and they are able to inherit a sense of belongingness with the job.

26. Neitzke, G. (2009), in this paper, patient involvement in all medical ethics activities i.e. Ethics consultation is scrutinized. The author argues that patients should have access to case consultation services via clearly defined contact paths. However, the right of both health-care professionals and patients indicated that patients should not always be notified of a consultation. It is suggested that instead ethics education, another well-established function of an ethics committee, should equally be available for patients, lay people and hospital staff. It is observed that ignorant and patient
perspectives will contribute to the quality of ethics services on all levels from case consultations to ethics education and policy development.

27. Prasad (2009), emphasizes the importance of collective bargaining in maintaining good industrial relations especially in case of work environment and conditions for employment. He further advocates that collective bargaining is a method by which trade unions protect, safeguard and improve the conditions of their members' working lives. The author highlights the benefits of collective bargaining to both employer and employees during negotiations. Baring few difficulties in implementation, collective bargaining is a better method of workers participation.

28. Viswanath (2009), estimates the contribution of human resource and physical assets to economic growth of India as a whole. He uses aggregate production function for this study and has taken the cross section data for 1995-96 and 1998-99. The important finding that emerges from this study is that a strong positive relationship exists between investments in human capital and economic growth. Education has played a very vital role in the economic growth of Indian sub-continent.

29. Beirne, M. (2008), argues that the academic research on employee participation has lost the prejudice and obligation to progressive practice that was apparent through much of the 20th century. It has now become more disconnected and impersonally evalulative. Whereas idealistic concerns are still noticeable in the regular condemnation of inauthentic participation, the focal point of academic activity is largely limited to analysis and explanation and an explicit logic of practice is not being followed. This article aims to
revive debate about role definitions and the scope of academic contributions. By engaging with recent examples of practically focused output in the traditions of socio-technical systems thinking and critical management studies. It argues for a stranded optimism that anchors applied research to local rather than `top driven' insights and priorities.

30. Craver and Charles (2008), discuss the right of private sector employees to influence management decisions related to their working conditions. It is observed that union membership is on decline and in absence of formal union representation; employees have no formal right to affect management decisions. At the same time, over 85% of surveyed employees have indicated that they would like to have a collective voice at work. The employee participation committee established by many firms focuses only on improvement of productivity and quality of product. It is suggested to establish and provide employees with some significant control over their employment terms.

31. Srimannarayana (2008), in the study aims at assessing the extent of human resources development (HRD) climate prevailing in Indian organizations. The information collected from 1905 employees working in 42 organizations covering manufacturing, service and IT sectors in India forms the basis for the study. The author found that the HRD climate existing in the organizations in India was modest. He also found that, the HRD climate in manufacturing sector was better than in the service sector.

32. Bourque and Riffaud (2007), conduct a research to confirm the hypothesis of a positive effect of trade union presence on work team autonomy and also to
highlight other factors if any likely to contribute to this autonomy. The research results did not confirm the hypothesis that trade union presence has a positive effect on the autonomy of work group and highlight the greater flexibility and autonomy of work group in the plant which has no union. The factor which contributes to work team autonomy were socio-technical model of work organization and participatory management style applied in the non-unionized plant. In participatory management style, climate for labour relations was more positive by employer representatives and workers’ members in non-unionized plant whereas it was considered to be conflicting by employer and trade union representatives in unionized plant. Because of tensed industrial relations due to union activities, employees-management cooperation could not develop. This has restricted the growth of employee involvement. It is found that union presence works as moderating variable to a certain extent than a causal variable for group. The presence of union can positively or negatively manipulate employee participation whether it is associated with a cooperative or incompatible work climate.

33. Brown, M. et. al. (2007), using data of industrial survey carried out at Australian workplace, this article guesstimate the determinants of four types of workers involvement schemes: autonomous groups, joint consultative committees, quality circles and task forces. The results point to that employee involvement is associated with employees having longer expected tenure and higher labor force attachment. The findings also indicate harmonizing human resource practices like formal training and incentives along with pay are associated with an increased likelihood of employee involvement. The
Productivity improves with team adoption. Productivity improvement was greatest for the earliest teams and diminished as more workers joined the team. It is also found that more heterogeneous teams were more productive, with average ability held constant, which is consistent with explanations emphasizing mutual team learning and intra team bargaining.

38. Romero et. al. (2003), attempt to identify the psychosocial characteristics of the democratic systems of workers’ cooperatives in Spain. It is observed that workers with less education have participated the least in governance matters. A high degree of association between workers participation in decision making and development of an appropriate organizational culture is observed. The results have shown a lack of cooperative democracy and its negative impact on human resource administration in this type of organization.

39. Fox, J. et. al. (2002), are of the view that the research in employee participation has been inclined to concentrate on the results of participation instead of the process of successful execution And to appraise program accomplishment in terms of employee attitudes and efficiency or effectiveness. They argue that such approach often ignores the process aspect of successful execution like the enduring interest and support for workers participation . The another problem is that the factors that moderate attitudes and perceptions of participation have not been examined in detail, nor acknowledged in existing models of participation. The effect of seniority and training experience on personal support for participation and perceived organizational support for participation is first examined. The lower level workers reported less personal support for participation and perceived less
organizational support for participation in comparison to senior workers and managers. Under training and fresher’s were having more positive perceptions of program outcomes, and they also reported more personal support for employee participation. In other case they explored goal commitment in employee participation teams on the shop floor.

40. Jaffar et. al. (2002), study intends to identify some required criteria to be successful in internal audit profession, trait that should be possessed by female internal auditors and the problems faced by them in Malaysia. For the purpose of analysis an independent t-test was used to find perception. It showed that the perception of female and male internal auditors is not significantly different, but their perception on characteristics such as soft skills, leadership qualities, creative thinking, communication skills, independence and talent are found to be notably different. At the same time, the study revealed that the perception of both parties on the problems which are unsatisfactory salary, minimal compensation and benefits, instability of job and less career opportunity are found to be significantly different. Lastly, the linear regression equation found that there is a significant relationship between females’ current position in internal auditing and problems experienced by them.

41. Mizrahi (2002), argues that firm efficiency, stability and workers’ satisfaction can be achieved through workers’ participation in decision-making. The hypothetical rationales and observed figure are provided based on the outline and functioning of works councils in Europe. It is further argued that workers should take initiative in the regulations otherwise
management will make rules that favor them in retaining control of the aspects of decision-making process. In constructing such rules the involvement of unions is required; however, once rules are set union activity becomes insignificant.

42. Praanikar (2002), discusses the influence of the different forms of the workers participation on the decision making of management in carrying out the restructuring of the Slovenian firms. The result shows that the firms which are strong in influencing the management are more successful and have clearer goals to become accustomed to the global competition. The study further confirms that the firms with higher internal ownership and younger management are more successful in intra-firm bargaining. Also the management and experts’ power is negatively correlated with the proportion of the workers’ representation on the Board of Governance.

43. Prasnihar, J. & Gregoric, A. (2002), in this paper the influence of the different forms of the workers’ participation on the decision making control of management and owners in carrying out the restructuring of the Slovenian firms is discussed at length. The firms with the robust management and the experts resulted to be more successful in developing the strategic way of thinking, to have clearer and more defined strategies and goals and to become accustomed better to the international competition. The article further confirms the proposition that the management and owners had a stronger influence in the firms with higher inside ownership and younger management which have successfully implemented the bargaining.
Lapointe et. al. (2001), highlight the aspects of union representation in a co-partnership management style firm on the board of directors, profit sharing, non-payment of dividends to shareholders, employment protection, and joint management. It is described that whether it is direct or indirect representation, whether it takes place within the board of directors, various joint committees or work groups workers participation show lack of power for workers or the union. It is suggested that union goal should be to ensure better information sharing, communication and increased co-operation with management instead of influencing management decisions. They also demonstrate that co-operation and trust do not by themselves bring democracy at work place. But, co-operation and trust can very well be reconciled with a benevolent paternalism combined with a unionism that is more or less dominated by management.

Sewell, G. (2001), this article examines the ideological and rational past history of existing popular management approaches that advocate empowerment through teamwork. This development serves ideological and practical purposes for promotion of teamwork, as it depicts extensive organizational change as a return to a more natural form of organization. Accepting the myth that employees always worked in teams can even give rise to the view that any other way of organizing must be abnormal. Rarely this involves the assertion that teamwork is an expression of our biologically determined human nature. By disclosing the mythical roots of this custom, this article contributes to a developing critique of the relationship between teamwork and empowerment.
46. Goodijk, R. (2000), in his paper analyzes and describes the role and responsibility of workers in the form of their representations in the process of decision-making at the level of management in the Netherland. During the last decade of 20th century, the Works Council here has achieved a certain degree of maturity. In his view workers should be seen as equal ‘stakeholders’ and partners in corporate decision-making. In these country companies forms of partnership in corporate governance has started to expand. At the same time in many countries of Europe, Works Councils were opening to discuss strategic issues with the Board of Directors. The paper asserts a stakeholder model thereby the workers participate and exercise influence on strategic decision-making. The realistic suggestions are provided for the development of the position of workers’ participation in at the level of corporate governance. The conclusion and suggestions are mainly on the basis of experiences in companies in Netherland.

47. Forrant (2000), describes the efforts of workers in United States and their local unions in participating for decision making at the level of shop-floor for matters related with production during the post-Second World War period. This participation was often opposed by management, but there is evidence that a few managers were motivating workers participation in various shop-floor working improvement schemes, in the context of the implicit and explicit threats to employment protection that global labor regulations provides to organizations.

48. Goodijk (2000), describes the role and responsibility of workers directly or through unions in the process of corporate decision making in Netherland.
Here works council are quite familiar but their role in corporate governance is negligible. Through this paper a stakeholder model, thereby employees participate and exercise control on strategic decision making. Also based on the experience of Dutch companies, the suggestions for improvement of the workers participation position in corporate governance are provided.

49. Harley, B. (1999), in his paper assess the soundness of the ‘empowerment thesis’: the conviction that new types of organisations are upending traditional structures and returning powers to workers. The development wanted to explore the role of this new structure in particular TQM, team-based work and consultative committees. The professional hierarchies are also influencing levels of employee self-government. Industrial Relations Surveys are used to construct statistical models by taking the indicators of ‘empowering’ forms of work structures, chain of command and workers independence and associations between the variables are measured. It is found that there is no association between ‘empowerment’ and ‘employee autonomy’. But it is observed that, there exist clear relationships between employees' positions within job-related hierarchies and their levels of control over their work.

50. Kedia, A. K. (1999), states that implementation of participative management does not help only the workers group but it equally benefits the management. It is win-win approach where no one is loser. By thinking about of workers opinion one side we take care of workers welfare then other side we improve productivity and profitability. By increasing welfare of workers, the organization improves industrial peace and harmony thus increases welfare of
the society as a whole. If workers are involved in decision making then they have sense of belongingness and contribute much more than what is expected from them.

51. Pendelton, A. (1995), Depicts in his study about Employee Share Option Plan (ESOP) in UK and finds that ESOP do not extend workers participation and the organization which has ESOP schemes is not always found to have participatory management style. Even in US Rooney (1988) found that employee influence in decision making do not have much difference between organization owned by employees or otherwise. So, it is not always that ESOP facilitates workers participation or industrial democracy.

52. Hodson (1995), argues that participation helps in changing workers place attitude in favor of organizational competitiveness. However, a few sort of participation initiated by management is sometimes taken as a threat to their existence by some trade unions. It is believed that participation schemes are initiated by some organizations only to take out from them the important working knowledge and tricks of the trade which are often used by trade unions in bargaining with management over wages and working conditions. The workers participation may also guide to the separating of informal agreements between workers and management.

53. Lumely, R. & Mishra, S. (1994), this article presents the conclusion of case studies carried of two multinational companies. The level and implementation of workers participation is compared for Indian subsidiary and similar plants of British parent company. The main conclusion indicates that the parent company management controls workers participation in auxiliary less through
direct policies and more by the indirect control. Although the company law 
defines the basic structures of participation in the Indian plants, but these 
bodies do not operate in that way. Every management uses workers 
participation to gain and keep control in periods of crisis.

54. Sagie, A. (1994), the present article reviews the relationship between 
participative decision making and the performance. On the basis of two-
phased process model in which attitudes arbitrate between participative 
decision making and performance. The various conditions that improve the 
relationship between two are proposed. In addition it is proposed that 
mystifying other intervention methods with participation or its outcomes with 
performance influences the relationship. By way of differentiating among 
effect sizes and reducing variance, a moderator analysis and laboratory 
samples provided support for the propositions.

55. Ali et. al. (1992), investigates the attitudes of managers, supervisors and 
workers to participative management and identifies obstacles to implement it 
in Bangladesh. Employees and managers of eight medium-sized industrial 
plants were interviewed by using a questionnaire. The results showed that 
workers expressed more positive attitudes than managers and supervisors. 
The managers showed resistance for participative management whereas 
supervisors perceived certain organizational implications. Finally it is 
suggested to introduce training and educational programs to change the 
attitude of managers and supervisors for success of workers’ participation in 
decision making.
56. Phoolchund (1991), in this is paper concentrates on occupational health issues in the sugar industry mostly in the countries of Third World. The sugar industry workers in developing countries face almost alike amount of job-related health issues as in industrialized nations. Sugar mill employees have a very high level of industrial accidents and the farmers and workers are exposed to the high toxicity of pesticides. The chances are high that they have risk of lung cancer due to spray of pesticides for sugar cane and due to the practice of burning foliage at the time of cane-cutting. The high risk of infection also reduces their productivity. The labour laws for their protection are not adequate.

57. Verma. et. al. (1991), in their book describe that in capitalist system where trade unions are firmly well-established, collective bargaining has become the main method to endorse workers participation in management. Participative means here may range from information sharing to problem sharing, joint consultation to joint decision making and up to co-partnership.

58. Stephen, J. F. (1989), the paper describes the point of view regarding the expansion of workers participation in decision-making. The study is about Australian metal industry and occurrence of various types of workers participation schemes are described using a survey of management representatives. Profit analysis is used to estimate the most important factors influencing the occurrence of these schemes. The factors related with type of management instead of organizational structure are found to have most descriptive power. The author argues for further research on the relationship between management style and workers participation.
59. Sahoo, K. M. (1989), in his study at Raurkela Steel Plant have concluded that majority of workers are interested in participative management. Participation has improved production and job satisfaction among workers, it has reduced conflicts and decreased absenteeism. As per him 68% of the workers are interested to become member in any of the committee and 77% of workers want the decisions should be implemented as discussed in the meetings with workers. In the management 74% advocates for workers participation and 79% members of trade unions argues for workers participation.

60. Mishra and Shrivastava (1988), make research efforts to improve the productivity of sugarcane planted after wheat harvest under north Indian conditions. Studies in sugarcane physiology have led to understanding of growth and development, photosynthesis, response to a biotic and biotic stresses, sugar accumulation arresting post-harvest deterioration and development of technology to induce ripening under difficult to ripen conditions. Mechanization of sugarcane culture appears to be the only solution to labour scarcity, reducing cost of cultivation and performing cultural operations timely, so as to improve productivity. A large number of exceptional sugarcane varieties were developed which are sustaining sugar industry. Praiseworthy research work was done on new yield enhancing techniques and development of new variety of sugarcane. Rigorous efforts were made in economizing water use and improving water-use efficiency-per unit time, area and energy. Some useful implements were developed in the country. A good deal of research work was done on various aspects of sugarcane diseases, insect-pests and their management. An integrated pest-management strategy against insect pests and diseases has been developed.
Future lines of research work have been suggested which will go a long way in improving the sugarcane and sugar productivity per unit time, area and energy, so as to cater to the increasing demands for sweetening agents and other value-added products, of the burgeoning population, in times to come.

61. Jones and Pliskin (1988), review theory of workers’ participation in management on economic effects on employment, productivity, investment, income and wealth distribution, and life cycle and survival. Workers’ participation in decision making, employee share ownership and profit sharing schemes are often found to affect that studies obtained conflicting results. But, available evidence strongly suggests that for employee ownership schemes to be successful and have a strong positive impact it must be accompanied by provision for worker representations in decision making.

62. Wagner, J. A. & Gooding, R. Z. (1987), this study is a meta-analysis of the consequences of situational mediators on the relationships between participation and their outcomes. The findings on the basis of 118 variables indicates that, with the control of percept-percept research procedures the group size, task interdependence, task complexity, and performance standards put forth a few statistically significant moderating effects. Also the workers’ participation naturally has only unpretentious influence on task performance, decision performance, motivation, satisfaction, and acceptance. Collectively, confirmation from another recent meta-analysis by Miller and Monge suggest that methodological artifacts explain many of the noteworthy positive findings published in research on relationships between participation and its outcomes.
63. Cohen, R. L. (1985), in his study found that given the opportunity the people participation in a decision making is provide justified decision than those given no such opportunity. The process of this “fair process effect” in officially authorized settings provides legitimacy to those settings and to the stability of their structure over time. A parallel, inadequate prospect for participation by employees in situations designed to model hierarchical, profit-oriented business enterprises turn out a similar effect in some areas however shows aggravation in others. In the second case, restricted participation brings in employees the decision as less justified than when no participation is permitted. Earlier explanation of these data abandon the possibility that those in the role of workers distinguish a basic conflict of interest with employers in such enterprises and see limited participation as a strategic device to encourage loyalty and obligation. The author concludes and argues that different forms of participation may profit or damage the interests of employers and employees in different manners.

64. Defourney, J., Estin, S. & Jones, D.C. (1985), conducted a study on estimation of production functions augmented by a variety of actions of workers' participation on a big enterprise among French cooperative firms. The author suggests the value addition part of production as an increasing function of participation in profits, in combined membership and in ownership. Also he considers a ample assortment of enterprise and environmental factors for the study. The findings are considered very sound as these have survived the tests amid substitute specifications of technology, for reverse causality, for simultaneous equation bias and for multi-co linearity. The typical productivity outcome from participation is though as
small as five percent of output. The findings suggested that policymakers should scrutinize ways to supplement workers' participation in capital venture and profit shares.

65. Ortega, M. (1985), in his study conducted on the participation of workers in the management of publically owned enterprises in Nicaragua. He finds it is one of the important aspects of the democratization of social life that began with the achievement of the revolution. This democratization has allowed the organized participation of the public in the government and in production, which in turn had changed the distribution of national income, transferring to the popular classes. Resources that were earlier consumed exclusively by a few capitalists are now available to lower class even. Workers' experiences in management began during the liberation war, when the Somoza family, the military, and owners who supported the regime abandoned their properties in those zones where the National Guard had lost military control.

66. Juliette, S. & Heyman, J. (1985), this report assesses existing research evidence on links between employee participation in organisational decision making, company performance and the quality of working life. The intention of authors is to examine the value of different approaches to participation to employees, employers and the government. The researchers conclude that combinations of participation and welfare measures (such as equal opportunities and family-friendly policies) appear to enhance both organisational performance and the quality of working life. Policy support should focus on union recognition and activity within a human rights framework, since this can positively influence employees' behaviour towards
organisational goals and employer behaviour toward their employees. One visible approach that combines participation with welfare is trade union presence and recognition. There is strong evidence that union recognition improves the scope and scale of welfare policies. Ignorance of these differences within the workforce could lead to participation schemes that undermine equality of opportunity within the workplace.

67. Sewerynski (1985), explains worker participation in the management of the enterprises in Poland which is said to be existing in the country since early 20th century. The councils of workers' delegates and factory committees are in operation since independence activities. The task of the workers' delegates and committees was to organize workers, to ensure the protection of their professional and living interests.

68. Levitan and Werneke (1984), put emphasis on change in productivity as a result of workers participation practices. The decision making patterns of foreign business firms is considered as a key to improving productivity & performance, reflecting greater recognition of institutional and cultural influences on productivity in the United States. In particular, the industrial practices found in West Germany and Japan, which are considered as strongest competitors of United States have been mentioned as models to be emulated to achieve optimal productivity. The introduction of better labor management communications and the establishment of programs of greater worker participation are stressed for improvement of productivity.

69. Lindely, C. (1984), this article stresses the importance of studying how the employee functions in the organizational setting. Human resource
management means providing an organizational climate that will motivate the employee to reach his/her highest potential of effectiveness. It is treating employees as human beings, as persons with feelings, aspirations and pride. Suggestions are made about the leadership style necessary to produce an organizational climate that will unleash the tremendous potential within employees. Participative management and other means of involving employees are encouraged as human resource management endeavors. The stress is given towards developing a truly people oriented, participatory, human organizational climate. “Human” human resource management means greater productivity.

70. Street, J. (1983), this article inspects the point of view advanced by socialist group to hold up industrial democracy. The argument is efficiency, the political and the moral in nature. The first maintains that workers participation increases industrial efficiency. Secondly the equivalence of the industrial and political dominion allows a case for democracy at work and lastly that there are first philosophy from which the case for industrial democracy can be derived. The first two arguments did not necessarily support the results towards which they are directed. The last argument advocates the management to deal work as an appearance of human creativity and as a starting place of freedom. It seems to offer the big defense of industrial democracy, despite the obvious problems that accompany it.

71. Cressey, P. (1982), describes that management takes majority of decisions which have immense effects on workers’ interest. The idea of workers participation in management is meaningless unless workers in organization
are given an opportunity to take part in the development of corporate strategy and contribution in day to day decision making. Hence, negotiations, discussions and consultations should be encouraged participative management be encouraged.

72. Assennato, G. & Navarro, V. (1980), this article discusses the past and present analysis of the work-related health services in Italy. It also covers the social, political, and economic forces which determined them. The analysis of the events leading to the establishment of forms of direct democracy at the workplace is specially given attention including workers' committees, and their effects on the job-related health services. It also describes the responsibilities and working style of these committees in the formation and imitation of scientific knowledge at the position of production. The association among the workers' committees, the professionals and the institutions of medicine, trade unions and also the political parties is talked about.

73. Aziz, A. (1980), opines that the most preferred type of participation by workers at plant and shop floor are the councils. These are called shop council at shop level and joint council at plant level. Also he advocates that workers have shown low liking to directional type participative management to and high liking to non-directional participative management. The most favorite is participation at shop floor level by joint council.

74. Mitchell (1978), compares implementation problems of workers participation between Sweden and British organizations. In Sweden it is easier to implement participative management as the different interest groups in
industry because here, workers, managers and trade union representatives have a shared educational background as Sweden has a unitary education system in which everyone goes to the same kind of school. Secondly, the Trade Union system in Sweden is for historical reasons and is much more rational than British system. Sweden has comparatively small number trade unions and includes even white collar workers. No Swedish company has to negotiate with more than three or four unions. The union membership is virtually universal, particularly on the shop floor; the problem of management having to speak about the mixtures of member or no-member workers simply does not arise.

75. Adams, R. J. & Rummel, C. H. (1977), as per author’s workers participation in management has been subject to an increased amount of attention in 1970s in Europe. The Germany was looked as model for developing workers participation in management. The authors highlight the extent of workers interest protected and forwarded and the effects on enterprise performance and the impact on trade union as an institution. They have discussed at length the intent, politics and legal prescription of German participation. It is found that Germany had highly successful system for workers participation for many years. Factory insurance funds were administered in some of the companies on workers parity basis long back in 17th century.

76. Gardner, G. (1977), the author reaffirms the famous “Coch and French (1948)” experiment, which was a opened up attempt that helped to inspire research into the managerial effects of workers participation in management. He concludes that in this way the experiment has done priceless service.
However, the continued flow of trusting references and credentials calls for a honest evaluation of the experimental design and the usually accepted conclusions. This paper discloses about twenty faults in the study and proposes that time has come for the references to become more vigilant.

77. Ramsay, H. (1977), in his paper advocates that worker participation has not developed from the humanization of free enterprise, as is usually suggested, but has appeared episodically. These episodes are spread over more than a century and are made known to communicate to time when management has faced challenge. Workers participation is best described as a way of attempting to protect workers' conformity. Though, the structure of common interests upon which participation is based is unsustainable, and in practice the capability of such systems in Britain has been for the most part unkindly attenuated by the realities of structural conflict.

78. Dar-El et. al. (1976), in their paper review past examples of Supportive Participation, which include the work simplification, quality circles and the Scanlon plan. Supportive Participation is directed towards jointly raising productivity and the quality of work life. Authors also propose some new ways to apply the participative approach more effectively. Supportive Participation’ is described as a formal role for workers in all phases of the decision-making process on activities that affect their immediate work environment. These include problem formation as well as the provision of alternatives which call for an active partnership between workers and management. Final decisions for action are although left to management.
79. Pylee, M. V. (1975), explains participation as certain psychological involvement which is mutually and co-operative in nature. He defines participation as ‘taking part in’. He is of the view that participative management is not possible unless workers’ initiative, responsibility sharing and autonomy are missing. In his study he found that workers always have strong desire to influence decisions which affect their well beings. Although every worker is not equally interested in participative management as main areas of interest for them are work conditions and conditions of employment. A few of them hesitate to participate because they lack understanding of procedure of managerial decisions.

80. Wellens (1974), analyses effectiveness of joint ownership in influencing workers attitude and as a strong motivator at work place. The ways and levels of workers’ participation in joint decision making and its legal implications are also examined. The source of funds for employees’ group to organize meetings for discussion and even to buy share of the organization is also investigated. It is recommended that employees should be helped over in acquiring a significant joint holding, a form of participation which stems from employees having the feeling that they have a real stake in the business as part-owners.

81. Kester (1974), examines the social changes in Malta especially introduction of workers’ participation in decision making. The study is jointly conducted by Royal University of Malta and Institute of Social Science in Malta. The examples of introduction of co-determination rule in government owned Dry dock company, trade union takeover of a sick textile company and a private
cargo company. Initially these changes were considered a threat to kingdom. In this study different way out have been searched as which type of worker participation is suitable for industries at the island.

82. Emery, F. & Thorsurd, E. (1969), in his study about industrial democracy in Yugoslavia observes that, workers main source of influencing management decisions is through workers’ councils and not through trade unions. The interest of workers in participative management is affected by the level of education, type of work and skill required for job. In the case of Norway author says that stronger workers’ union are able to influence decisions in comparison to weaker and helpless trade unions. In a few organizations, management has encouraged workers representative body to weaken trade unions.

83. Clegg, H. A. (1960), advocates that instead of taking workers participation as obstruction, it should be considered as constructive move for the organization. The management should work for seeking full co-operation of workers to use it in improving efficiency of workers. He has found that there is direct relationship between workers participation in management and organizational efficiency.