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Management Rationale for Participative Management: A case of Haryana Sugar Industry

KEYWORDS
- Participative management
- Management rationale
- Change execution
- Productivity

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ABSTRACT
Workers' participation is a type of management in which workers have a common say in the governance and operation of the workplace. It provides opportunities for individual employees to influence decisions concerning their work and their work environment. In recent past, the concept of participative management of workers participation in management has been a rising concern from different groups like researchers, academics and human resource practitioners. Workers participation enhances common understanding between workers and management, higher productivity, industrial harmony, and finally helps set up new changes. Through this research paper an attempt has been made to find the management rationale behind workers participation in management. The result indicates that management rationale behind implementation of WPM in sugar mills is to fulfill the formal requirement and to use it as a means for change execution along with other function such as improved productivity, healthy work environment and good industrial relations.

Introduction
Workers Participation broadly means sharing the decision-making power with the lower ranks of the organization in an appropriate manner. Workers participation used to cover all terms of involvement of employees and their representatives with the decision-making process, ranging from exchange of information, consultation, decisions and negotiations, to more institutionalized forms such as the presence of employees' members on the management or supervisory boards or even managed by employees themselves. The time has come when every organization require creative and innovative employees who can take initiative, embrace change, stimulate innovation and cope with high uncertainty in the market. In the current competitive economic environment, organizations require creative and innovative employees who can take initiative, embrace change, stimulate innovation and cope with high uncertainty in the market. (Singh & Siwach 2013)

In a research it is found that all types of supervisors have its own reasons for resistance to employee participation: supporters of Theory X think workers will take advantage of the programs; status seekers do not want to surrender their authority; doubter question the ability of the organization to change; equality seekers think they too—not just the workers—should be included in the programs; and contract makers prefer one-on-one interactions with employees through which they can strike deals. (Klein 1984)

Literature Review:
Schuster & Miller (1985) find that supervisors accustomed to being judged on hard performance measures like production level will resist change until they see the reward system adjust to the non economic benefits of workers participation in management.

Klein (1984) in her study reports of responses by first-line supervisors to employee involvement programs and found that nearly three-quarters (72%) of the supervisors view WPM programs as being good for their companies and more than half (60%) see them as good for employees, less than a third (31%) view them as beneficial to themselves.

Yusuf Noah (2008) contends that the involvement of workers in management decision making is considered as a means for inducing motivation in the workers leading to positive work attitude and high productivity. Worker participation also provides workers favorable work environment, opportunity to exercise their innate potentials and willingness to pursue corporate goal.

Mc Gregor (1960) contends that worker participation creates opportunity for workers to influence decisions which affect them. In this case, subordinate gain greater control and freedom of choice which bridges the gap between the management and the employees.

Rathnakar (2012) asserts that in case participative schemes are not successful in organization, it should be improved by making aware of those schemes to all the employees in the organization. Management should develop a favorable attitude of workers towards the schemes of participative management by involving them and making them part of the scheme itself.

Dennis et al. (2010) in their study examine the emotional and behavioral dimensions of individual resistance and based on individual inclination towards resistance to change, their thoughtfulness of threats and benefits of change, communication, participation and trust in management.

Objectives of the Study
- To find the management rationale behind participative management.
- To find the hindrance for workers participation in management in sugar mills.
- To find relationship between participative management and change implementation.

Research Methodology
The researcher collected the data from five co-operative...
sugar mills of Haryana located at Rohtak, Mehmad, Palwal, Gohana and Bhuna. A sample size of 204 people from middle management from different departments of sugar mills was taken to fill a structured questionnaire. The questionnaire had seventeen statements related with workers participation in management and the 18th statement was related with management rationale behind wpm. The respondents were asked to state their level of agreement or disagreement on a 5-point likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. SPSS 20 was used for the purpose of analysis. Factor analysis, correlation, regression and ANOVA were the statistical tools used.

Results and Findings:
In earlier research Singh K (2014) found that workers' satisfaction from existing participative management practice in the sugar mills of Haryana is about 94% and the workers obtain full co-operation from manager and supervisors with satisfaction level measuring about 85.4% and at the same time workers' satisfaction from current wpm policies of the mills with 84.6%. Using factor analysis, in rotated component matrix we get that the first component is most highly correlated with factors representing reduction of accidents, resolution of workers' problems, and reduction in conflicts and support for better work environment respectively. Thus first component can be called 'Work Environment'. The second component is highly correlated with introduction of new technology, new decisions encouragement, practice and recommendations of wpm by supervisors. This component can be called 'Change Implementation'. Third component correlates highly with awareness, improvement in productivity, positive impact on industrial relations and welfare for welfare of workers. It can be called 'Industrial Harmony'. Fourth component is high on communication and Improved Productivity.

Table 1: Correlations between Management Rationale and other extracted components

<table>
<thead>
<tr>
<th>Management Rationale</th>
<th>Work Environment</th>
<th>Change Implementation</th>
<th>Industrial Harmony</th>
<th>Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Rationale</td>
<td>1.151</td>
<td>.731**</td>
<td>.245**</td>
<td>.412**</td>
</tr>
<tr>
<td>Work Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change Implementation</td>
<td>.731*</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Industrial Harmony</td>
<td>.245*</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Productivity</td>
<td>.412**</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

In further analysis, to find the partial correlation between Management Rationale and four extracted components the Pearson Correlation method is used. The results of simple correlation analysis in Table 1 indicate that correlation between Management Rationale and other extracted components are 0.151, 0.731, 0.245 and 0.412 respectively. The level of significance is also significant (below 0.05) in all the cases. We observe that the component 2 (Change implementation) is highly correlated with management rationale with 0.731.

Table 2: Regression Analysis Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>Std. Error of Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.887</td>
<td>.786</td>
<td>.782</td>
<td>.3208</td>
</tr>
</tbody>
</table>

a. Predictors: (Management rationale), REG factor score 4 for analysis 1 (Productivity), REG factor score 3 for analysis 1 (Industrial Relations), REG factor score for analysis 1 (Change Implementation), REG factor score 1 for analysis 1 Work environment.

Simple Regression analysis is used, by taking Management Rationale as dependent variable and four extracted components as independent variables. In the table 4, we see that R² equals 0.786, indicating 78.6% of variations in model are explained. The standard error is only 0.33.

Table 3: ANOVA between Management Rationale and Extracted Components

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>4.319</td>
<td>.023</td>
<td>188.013</td>
<td>.000</td>
</tr>
<tr>
<td>Work Environment (WE)</td>
<td>106.023</td>
<td>.151</td>
<td>4.595</td>
<td>.000</td>
</tr>
<tr>
<td>Change Implementation (CI)</td>
<td>514</td>
<td>.023</td>
<td>.731</td>
<td>.000</td>
</tr>
<tr>
<td>Industrial Harmony</td>
<td>172.023</td>
<td>.245</td>
<td>7.465</td>
<td>.000</td>
</tr>
<tr>
<td>Profitability (P)</td>
<td>289.023</td>
<td>.412</td>
<td>12.572</td>
<td>.000</td>
</tr>
</tbody>
</table>

When all extracted components are considered together, again they are having significant mean differences. The estimated regression equation as obtained from Table 3 may be written as:

MR = 4.319 + 0.106 WE + 0.514 CI + 0.172HI + 0.289 P

Where, MR = Management Rationale, WE = Work Environment, CI = Change Implementation, HI = Industrial Harmony and P = Productivity.

We observe that Management Rationale is more about using Workers' Participation in Management as a Change device. So, the new decisions regarding technology, policy or any managerial innovation can be easily implemented taking the workers approval in advance. Thus main utility of workers participation in management is to use it for the purpose of change implementation in case of new decisions. As the workers involvement will give them a feeling of belongingness and have no resistance to change.

Suggestions:
Modern scholars are of the mind that the old adage "a worker is a worker, a manager is a manager, never the twain shall meet" should be replaced by "managers and workers are partners in the progress of business." Not everyone can be a leader, but allow employees to play a leadership role."

The management of sugar mills should consid-
or the industry as a joint endeavor in which workers have an equal say and at the same time workers should be provided educated and motivated about the benefits of their participation in management. Both the workers and the management should recognize and respect the rights of each other. There should be top down communication between management and workers and a thorough and effective discussion with workers for decisions that have an impact on them. Participation should be a continuous process.

Originality/Value of Research and Study Implications:
The findings provide empirical evidence to support theoretical models that link management rationale behind workers participation in decision making with change management, industrial relations, productivity, and change management and highlight the impact of these factors on organizational performance. This article offers useful insights for management especially sugar federation of the state relation to strengthening interpersonal trust within an organization, introducing employee involvement practices especially for introduction of any new change in the system.

Limitations: The sample size of supervisors was taken from only five sugar mills of the state and not sufficient in order to have statistically significant results of the correlations between the variables representing sugar industry of Maryland. Also considering other category of shop floor workers could have helped to determine better relationship between all other variables. Lastly the study was conducted during off season, hence could prove better results otherwise.

REFERENCE

Workers Participation in Management as Ambivalence Approach: A study of Sugar Industry of Haryana

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ABSTRACT
The participative management style is a part of government labour policy in India. This system aims at getting better relations between workers and employers. This paper tries to examine to what extent workers in sugar industry of Haryana participate positively in the determination of management strategy, production planning, personnel policy, human development programs, and last but not the least working conditions of employees. The result of our research indicates that the degree of workers’ participation in management (WPM) is very low. Most sugar mills in Haryana have, however, not yet attained a high level of participation in the mills in south have occupied. As for the attitudes on both sides toward participative management, the union leaders want to extend their influence upon managerial decisions, while the managers are, if anything, wary of the growing influence of the former.

KEYWORDS: WPM, Sugar Industry, Industrial Relations

Introduction
Employee involvement and participation is growing its importance in every part of the world. The world is changing and most of the markets are open due to globalization. The worker’s participation in management is an essential ingredient of industrial democracy, unless the status of the worker is raised and recognized as a partner in the industry and as a co-trustee of the community, he cannot be persuaded to put his best in the work. A modern forward-looking business firm does not keep its employees in the dark about vital decisions affecting them; it trusts them and involves them in decision-making at all levels. Thus the status of the worker is the most important issue in the industry. The term workers participation in management (WPM) has been given various meanings. It is a process by which subordinate employees, either individually or collectively, become involved in one or more aspects of organizational decision making within the enterprises in which they work.

According to Keith Davis (1977) Participation refers to the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share the responsibility of achievement.

Benefits of Employee Involvement in Decision Making
Employee involvement in decision making creates a sense of belongingness among the workers as well as a friendly environment in which both the management and the workers voluntarily contribute to healthy industrial relations (Naan, 2008).

When employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall. This is not only beneficial to company growth, but it also on-the-job training for workers. The increase in responsibility expands employee skill sets, preparing them for additional responsibility in the future (Ihsan, et al., 1998)

There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organization and the individual (Shadur, et al., 1999). The benefits of employee involvement in decision making thereby increases employee morale and job satisfaction and enhances productive efficiency and also provides employees the opportunity to voice their opinions, which can lead to better decisions for the organization.

Objectives of the Study
The objective of participation for management was initially limited to attaining higher productivity through a more committed workforce, later, as behavioral theories evolved, WIM was considered and expected to achieve more elaborate organizational goals, such as improvement in employee morale, improved industrial relations, motivation and commitment, and quality of work life. (Sen, 2012)

The objectives for the study carried out at three sugarmills are as below:
1. To know workers awareness about of participation in the decision making
2. To ascertain the areas of workers participation in management.
3. To determine factors which aid or hinder the workers participation in management.
4. To propose suggestions to overcome the encountered losses

Workers Participation in Management in Indian Perspective
The most important factor regarding the success of workers participation in management is the support of the top management. It is the top management who can encourage employee involvement and participation. According to Lauer et al. (1995) it is essential for employee involvement needs the management support to develop and smooth implementation without any obstacle.

In India at National Thermal Power Corporation (NTPC), Ramagundam, Andhra Pradesh, WPM is effectively functioning. It is found that having the management with the help of workers ensures that they are capable of taking fruitful decisions regarding policy making, service conditions, productivity, manufacturing supervision and administration (Kumar and Thanik 2013).

At Bharat Heavy Electricals Limited (BHEL) Hyderabad, majority of the employees agreed that management have a positive attitude towards them and they are treated with respect at their workplace and the participation is confined only to workers. Employers agree that committee members share the information with their colleagues after the meetings, the workers participation in management improves understanding between managers and workers (Fedrovska 2013).

Sugar Mills in Haryana
There are 12 co-operative sugar mills working in Haryana. All these mills have a federation- The Haryana State Federation of Co-operative Sugar Mills (SUGAMCO) at their apex level. Ten Coop. Sugar Mills render service to about 70000 sugarcane growers’ families out of total 650 farming families in the State. These mills provide employment to about 7500 personnel (workers and engineers) directly and to about 25000 people indirectly in the field of cane harvesting, sugar mill operating, labor and transportation activities etc. (Grawin, 2013).

Workers in the selected Co-op. Sugar Mills

<table>
<thead>
<tr>
<th>Mill</th>
<th>Permanent</th>
<th>Seasonal</th>
<th>Daily Wage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parwan</td>
<td>210</td>
<td>277</td>
<td>12/3</td>
<td>660</td>
</tr>
</tbody>
</table>

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Analysis and results:

The data collected through questionnaire and personal interviews is shown in the table below.

<table>
<thead>
<tr>
<th>SR</th>
<th>Aspect of Workers</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Full awareness of</td>
<td>92%</td>
</tr>
<tr>
<td>2</td>
<td>Consent for implementation</td>
<td>93%</td>
</tr>
<tr>
<td>3</td>
<td>Believes in positive impact on industrial relations</td>
<td>95%</td>
</tr>
<tr>
<td>4</td>
<td>Believes that it brings peace and harmony in the mill</td>
<td>98%</td>
</tr>
<tr>
<td>5</td>
<td>Believes that it improves productivity</td>
<td>87%</td>
</tr>
<tr>
<td>6</td>
<td>Knowledge of mills standing orders</td>
<td>83%</td>
</tr>
<tr>
<td>7</td>
<td>Aspiration and freedom for union membership</td>
<td>100%</td>
</tr>
</tbody>
</table>

2. Areas of WPM in sugar mills.

<table>
<thead>
<tr>
<th>SR No</th>
<th>Aspect of workers</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attend all the meetings</td>
<td>84%</td>
</tr>
<tr>
<td>2</td>
<td>Sitting at a meeting of any committee</td>
<td>91%</td>
</tr>
<tr>
<td>3</td>
<td>Assess the decision on welfare</td>
<td>65%</td>
</tr>
<tr>
<td>4</td>
<td>Assess the decision on workplace</td>
<td>56%</td>
</tr>
<tr>
<td>5</td>
<td>Assess the decision on salary</td>
<td>28%</td>
</tr>
<tr>
<td>6</td>
<td>Assess the decision on administration</td>
<td>26%</td>
</tr>
<tr>
<td>7</td>
<td>Assess the decision on machinery</td>
<td>41%</td>
</tr>
<tr>
<td>8</td>
<td>Assess the decision on working hours</td>
<td>76%</td>
</tr>
</tbody>
</table>

3. On the perspective of Workers Satisfaction and Involvement, it is found that 92% of the workers always report something to their supervisor and out of that only 42% suggestions are followed up by their managers. 76% of workers opine that strike is never the method of solving problem. Again out of suggestions given by workers, 76% in the areas of welfare are followed 76%, in the areas of Working Environment (1%), Administration (7%), and New technology (4%) are followed.

Findings:

The most sugar mill employees are satisfied with the functioning of the participatory machinery and initiatives taken by management in organizational relations which is effective and efficient. Majority of them agreed that management have a positive attitude towards staff and they are treated with respect at their work places. They also agree that workers participation in management improves understanding between management and workers. A few workers complained that their supervisors are only concerned for production related problems. The most employers have the opinion that workers need trade unions to protect their interest and the cooperation of trade unions is necessary to empower employees for their participation in management decision making. But there should be only one trade union and its area of concern should not be limited to welfare and social interest. Most of the employees say that committee members share the information with their colleagues after the meetings. They agree that workers participation in management improves understanding between managers and workers and those decisions taken at the committee meetings should be timely communicated and implemented.

Suggestions:

1. From the analysis it is clear that in Sugar mills of Haryana, Worker Participation in Management is positive. At the same time management cooperation in few cases is poor which could be improved by free flow of communication and information with the workers by educating and inducing a system of sharing the fruits of participation.

2. Most of the employees agree that management should take the proper steps to reduce the conflicts between the labor as well as top level. Serious attention has to be given to the removal of hurdles.

3. The management should focus on Workers Participation in Management Schemes. It should be properly done which would have a positive effect on all the activities of the sugar mills.

4. Supervisors must be trained and motivated as most of them are having a myth that they are being judged only on production measures. Hence they remain with a lag of ‘hard task master’ and inhume with human subordinate.

5. There should be only one trade union in a mill and membership to the trade union should be mandatory.

Limitations:

1. Due to paucity of time and money a limited number of mills are studied.

2. The sample size of only 180 workers was too small, which could be increased.

3. The study is carried out in off season, where only permanent employee employees are investigated.

4. Workers were personally interviewed to fill up the questionnaire, so a certain number of subjective errors on behalf of researcher are possible.

5. Simple arithmetic percentage is used to analyse the data.

Conclusion:

Workers participation in management in sugar mills is not much different than any other cooperative sector. The mills have members and workers director representative in all committees but the effect on majority of workers morale is not much. The area of concern for decision is limited to welfare and production related aspects and lacks for machinery and equipment purchases and the training of workers on special equipments. Also the workers and supervisors need counseling and training to yield the benefits of WPM. At the same time managers and supervisors need to change their position of hard task master and they need to respect the human resource.

References:


Contact: GRA - GLOBAL RESEARCH ANALYSIS
IMPACT OF WORKERS’ PARTICIPATION IN MANAGEMENT ON CHANGE MANAGEMENT, COST CONTROL AND PEACE & HARMONY IN SUGAR MILLS OF HARYANA

*Ms. Meera Bai

ABSTRACT

The workers’ participation in management helps in improving productivity, enhancing job satisfaction, implementing cost control, prepare for change management and equip for peace & harmony in the organization. The main intention of this study was to find the impact of workers’ participation in management on cost control, change management and peace & harmony in sugar mills in Haryana. The workers’ participation in management can be effectively used as change agent as workers start taking initiative and readily accept new technology. Also being part of decision making they happily accept policy change. The workers’ participation in management inculcates a sense of belongingness among workers for the mill and it brings harmony and peace in the sugar mill and spreads all around positivity is spread. The workers’ participation helps in controlling of cost of litigations, cost of absenteeism, cost of supervision and overall production cost.

Key Words: Workers’ Participation, Peace & Harmony, Change Management, Sugar Mills

INTRODUCTION

Workers’ participation forms an environment where the workers can share ideas and innovation with the management. Kruse (2004) explains that organizations that lack proper employee involvement often face shortage of staff and absenteeism of employees is usually very high. According to research conducted by Acker, Wilkinson & Dunton (2006) on employee participation in Britain shows that organizations that do not involve their employees in decision making process, have low morale and job satisfaction. The employees are inadequately motivated to carry out their duties and have poor innovation.

Industrial peace and harmony in an organization is possible only when we remove industrial conflict is a struggle between two organized groups, which are motivated by the belief that their respective interests are endangered by the self-interested behaviour of the other. According to Pandey (2015) participation cuts at the very root of industrial conflict. It tries to remove or at least minimize the diverse and conflicting interests between the employer and employees, by substituting it with cooperation, equality and common interests. Both sides are included and decision arrived are for the mutual benefits rather than individual. In India, labour laws virtually regulate all terms and conditions of employment at work place but still workers do not feel urge to participate in management having an innate feeling that they are borne to serve and not to rule. Also the trade unions and employers often discourage workers in taking a lead.

Richard and Steven (1994) examine the theory, assumptions, and promises of the participatory decision making approach, factors necessary for its success and barriers to implementation. Evidence indicates that participative management provides personal benefits to employees, as well as human resource management-related and task-related benefits to organization. The participative decision making provides personal benefits to individual employee and organizational outcome. It contributes significantly helps in advancing employee, institutional and public interests.

REVIEW OF LITERATURE

Lawrence (1969) in his article commented that participation is a feeling on the part of people, not just the mechanical act of being called in to take part in discussions. He further added that people are more likely to respond to the way they are customarily treated. Employees whose opinions are respected feel that they themselves are respected for their own worth. Actually, what employees resist is usually not technical change but social change which is the change in their human relationships that generally accompanies technical change. If the management is involving employees and assure their involvement is for their own benefit, they are prepared to accept any change.

Rick (2014) states that leaders must actively involve the people most affected by the change in its implementation. This will help ensure employees at all levels of the organization embrace the proposed changes. People and teams need to be empowered to find their own solutions and responses, with facilitation and support from managers, and tolerance and compassion from the leaders and executives.

Saladin (2015) in his study confirms that participative management practices act as a predictor of
readiness to accept change. He further argues that participative management can lead to considerable reduction in resistance to change and often employees refuse to some features of the change since they do not understand the change and perceive it as a negative event. Though, when workers are involved in decision making, the change will be accepted more readily and resistance to it will be overcome and reduce.

Gagne & Koentner (2000) States under self determination theory for change management which leads to personal autonomy consisting of reason for doing something, choice in performing and acknowledging after performance. They further state that when people are coerced in doing something without a clear rationale, generally they are less interested and they will perform until they are under surveillance. On the other hand if people are provided reason and choice for doing something they will be more interested.

Wang & Yang (2015) examine the effects of informal participation and the possible moderating effects of interpersonal relationships and career development support. Based on a survey of civil servants in Beijing, the article finds that informal participation has positive and statistically significant influence over job satisfaction. The effects are positively moderated by interpersonal relationships and negatively moderated by career development support.

OBJECTIVES
- To determine the areas in which workers' involvement is in practice in sugar mills of Haryana.
- To find the worth of workers' participation in management in augmenting peace and harmony.
- To find the efficacy of workers' participation in management on cost control in sugar mills.
- To find the success of workers' participation in management as change agent.

RESEARCH METHODOLOGY
The study was carried out in three sugar mills of Haryana i.e. Gobana, Poonpat and Yamuna Nagar. The primary information was collected with the help of questionnaire with likert scale. The 5 point likert scale is used in which SA-Strongly Agree A-Agree N-Neutral D-Disagree SD-Strongly Disagree. The responses were collected from 280 respondents and were analyzed with the help of SPSS 20. The factor analysis as data reduction technique was used to reduce 35 variables into four components. The correlation, regressions and ANOVA was further used for analysis purpose.

ANALYSIS, FINDINGS AND DISCUSSION

i) Awareness level
It is found that 56.4% workers strongly agree about their awareness, 38.15 agree and 5.6% are neutral. As we see that there is significant difference between decision areas where workers' participation in management is in practice is accepted. The responses shows that 75.6% agree that workers participation should be in practice, 9.7% strongly agree and 14.7% are neutral. Out of total respondents 76.1% agree that workers' participation in management contributes to the development of sugar industry, 7.8% strongly agree and 16.1% are neutral. 81.1% of workers are of the opinion that workers' participation in management policy must be implemented in all the sugar mills. The workers who strongly agree that workers' participation in management policy should be implemented are 17.5% and 1.4% neither agree nor disagree.

ii) Workers' Involvement
From the analysis it is found that 89.5% workers' are consulted for their work place or the department, consultation in the case of their welfare is 37.6%, followed by consultation for working hours i.e. 34.8% and lastly consultation in case of administration i.e.23.6%. Thus we find that workers' participation in management in the form of their direct consultation for their work place, welfare decisions and working hours is at higher side and consultation in administrative areas comes at the last. Whereas workers involvement in decision making for introduction of new machine and equipment and workers' salary is not in practice in sugar industry.

iii) Impact of workers' participation in management on Peace and Harmony in Sugar Industry
The co-relations between workers' participation in management inculcates a sense of belongingness and workers' participation in management brings harmony and peace in the sugar mill is as high as 0.987. Also correlation between workers' participation in management spreads positivity and workers' participation in management inculcates a sense of belongingness and also workers' participation in management brings harmony and peace in the sugar mill is as high as 0.968. The correlation between problems are solution by supervisor through dialogue and it inculcates a sense of belongingness is as high as 0.911. Also workers' participation in management inculcates a sense of belongingness and workers' participation in management helps reduction in strikes and lock outs has 'r' value of 0.904. Thus it proves that all the above factors supported by workers participation in management lead to peace and harmony in sugar mills of Haryana.

From the Regression analysis, we conclude that keeping other things constant, workers' participation in management inculcates a sense of belongingness among workers for the mill by 131.6%. Secondly
workers' participation in management brings harmony and peace in the sugar mill by 119.8%. It is further followed by positivity all around which improve industrial peace by 41.5%. The environment of peace and harmony is also due to immediate problems solution by supervisors to the extent of 31.2% and finally reductions in strikes and lock outs contribute to a level of 28.5% to peace and harmony in sugar mills.

iv) Impact of workers' participation in change management

The workers' participation in management encourages workers' initiation which further helps in implementation of policy change and their correlation is as high as 0.960. Again correlation between willingness to work in any department assigned by boss leads in introducing new training methods and both are highly co-related with 'r' value of 0.907. Also workers' initiation is highly correlated with introduction of new machines and equipments with 'r' value of 0.810 Thus all the above factors supported by workers participation in management lead to change management in Sugar mills of Haryana.

From the Regression analysis, we find that keeping other things constant, workers' participation in management helps in introduction of new technology which contributes to change management by 65.7%, secondly workers' participation in management encourages workers' initiation and it helps in change management to the extent of 48.36%. Also workers' participation in management helps in introducing new training methods by 41.5% followed by helps in implementation of policy change by 33.2%.

v) Impact of workers' participation in management on cost reduction

The co-relation between reduction in supervision cost and reduction of cost of absenteeism is as high as 0.832. And the correlation between reduction of cost of litigations and reduction in production cost as a result of workers' participation in management are highly co-related with 'r' value of 0.822. The correlation between workers' participation in management impact on reduction in supervision cost and reduction in training cost are also very high with 'r' value of 0.746. Thus it proves that all the above factors supported by workers participation in management lead to cost reduction in sugar mills of Haryana.

From the Regression analysis we find that keeping other things constant, workers' participation in management helps reduction in production cost by 71.4 and cost of litigations by 62.7%, followed by reduction in cost of supervision by 60%, cost of absenteeism to the extent of 39.4%. And lastly helps reduction in training cost by 30.2%.

SUGGESTIONS

Every worker is required to be aware about workers' participation in management, its benefits, and contribution to the development of the organization. They must take initiative for its proper implementation and not just for formality sake. It is suggested that workers involvement in decision making for introduction of new machine and equipment is not in practice in sugar industry which requires management thought. It is suggested that clarity of communication and timely supply of material can also contribute to higher productivity and it need attention. The impact on satisfaction from supervisor, cooperation, and satisfaction from work place was at lesser side, which needs to be improved. Workers must be made aware of the benefits of participative management and they should come forward and take initiatives. A mutual cooperation and commitment to participation must be developed by both management and the workers. The effective communication between management and workers and effective consultation of shop floor workers is the need of the hour in the sugar mills of Haryana. Workers' participation is a continuous process and should start at the operating level of management to encash its benefits.

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