PREFACE

This thesis titled “An impact of workers’ participation in management in sugar industry in Haryana” is submitted in partial fulfillment of the requirements for the degree of Doctorate of Philosophy in Commerce from Mewar University, Chittorgarh (Rajasthan). It contains work done from December 2011 to October 2015. The thesis has been made solely by the author; most of the text, however, is based on the research of others, and I have done my best to provide references to these sources. The primary data has been collected during off season of 2014 and 2015 by taking due sample from co-operatives as well as private sugar mills constituting Haryana sugar industry. Writing this thesis has been hard but in the process of writing I feel I have learned a lot and my initial conceptions of workers’ participation in management has certainly changed. I have met different peoples in sugar industry and the things seen from outside are totally different in practice. It was very difficult, firstly to get an appointment from managers and then to get the schedule filled by gathering information from workers. At time, workers were outspoken and spoke freely about the factual details of workers’ participation.

Workers’ participation in management denotes the workers are given a chance to share the functions of the management in achieving the organizational goals. Earlier it was also called industrial democracy in practice. Its success basically depends upon the will power of top management whether it wants to implement honestly or just for sake of showing to workers and avoids legal consequences. It must also enhance education level of workers about their rights as well as organization rules and regulations and also motivate the workers by involving them in the areas of their concern. The impact of workers participation in management has been critically analysed. The impact on productivity, job satisfaction, industrial peace and harmony and reduction of production cost is quite visible in sugar industry of Haryana. Also it is found that the main impact of wpm is on the workers’ initiation, which motivate them to work with a sense of belongingness.

The present study has several manifestations. First, we have made an attempt to analyze the main objective of the study is to examine the impact of workers participation in Management in the Sugar Industry in Haryana. The specific
objectives are first to ascertain workers level of awareness about the worker participation in management, second to determine decision areas in which workers are involved, thirdly to ascertain the impact of wpm on productivity in sugar industry of Haryana. The objectives fourth to seventh were to find the impact of wpm on job satisfaction, peace and harmony, change management and cost control respectively.

All the employees of co-operative as well as private sugar mills of Haryana made the population for study and the researcher collected the information from a sample of 360 respondents including supervisors/managers and other workers. The data was compiled and using SPSS 20, it was analyzed especially using factor analysis.

The study is articulated in six chapters as first chapter consists of introduction about the topic. It also deals with forms, types and impact of workers participation in management, second chapter explains the sugar industry of India and then of Haryana. The sugar industry which is totally managed by Sugrafed and further divided into public, private and cooperative sectors are explained in detail.

The third chapter consists of the review of literature and the theoretical perspective and fourth chapter consists of objectives, needs, and scope of the study, research methodology and the limitation of the study. Each heading describes the importance of the topic such as the objectives framed by the researcher and also it gives the outline for how this project is done and the procedures followed by the researcher for this project. The fifth chapter consists of data analysis and interpretation. It plays a main role throughout the project. It explains about the tools for the analysis and it consists of many tables and figures. The SPSS 20 was used for tables and figures. These tables are interpreted to come to the conclusion of analysis.

Finally the sixth chapter consists of three parts namely findings, suggestions, and conclusions. The findings give detailed explanation about what are the problems found out by the researcher. These findings are the answers to the objectives set. It is found that 94.4% of employees are either strongly agree or agree about their awareness and only 5.6% are neutral. In sugar industry of Haryana, the results show that 90% of employees are consulted for their work place followed by welfare and administration with 38% and 35% respectively. It shows that wpm is already in practice in sugar mills. The impact of wpm on productivity is analysed under different determinants of productivity in sugar industry. The wpm impact on better
training and acceptance of new technology by workers leads to very high productivity. It is also followed by direct impact on low absenteeism and better quality which again lead to higher productivity. The WPM also promotes follow up of definite schedule, low machine breakdown and clarity of instructions. The impact of WPM on job satisfaction and motivation is analysed through the contributors of job satisfaction in sugar industry. The satisfaction from work itself, WPM policy, and motivation by supervisors are at higher side in enhancing job satisfaction. The impact of WPM on industrial peace and harmony is dominated by sense of belongingness among sugar mill workers followed by belief in WPM for peace and harmony and positivity through WPM. The impact of WPM in sugar industry is also quite visible in change management as it is often used for introduction of new technology, it also encourages the workers to take initiative and in introduction of new training methods. Lastly the impact of WPM on cost reduction is through reduction is cost of litigation, cost of absenteeism and cost of supervision.

Based on the findings and observations, the author suggests that more jobs for women in the sugar mills to be created and the secure and conducive work environment be provided to them. Also more youth should be enrolled. The education of WPM must be on regular basis to get rid of trade unionism in the sugar mills. The workers’ involvement in decision making in case of regular administration of the sugar mills may boost their motivation. The timely supply of sugarcane would enhance productivity. The present orientation of WPM towards productivity and cost reduction can be made secondary in the minds of workers only if the management proves that it is for their empowerment and welfare. The reluctance of educated workers to join trade union is the positive impact of WPM for the peace and harmony of the sugar industry. The satisfied, motivated and empowered workers are expected to give higher productivity with quality products at lower cost. Thus the strikes and litigation costs can be minimized and the overall peace and harmony shall give the better environment. Also it is suggested to utilize WPM in training methods as increased workers participation will lead to effective training at lesser costs. Finally the research work consists of Bibliography and references. It is useful for quick reference and explains about the resources used.

The data was collected from limited numbers of workers and in off season, the larger sample could be the true representative of the respondents. Also the maximum
numbers of respondents were from cane and maintenance department and the regular employees hence so all departments could not be given equal representation. Still optimum care has been given for random selection of the respondents. There is ample scope for further study on the workers’ participation in management in sugar industry in Haryana. The larger sample size, comparison between private and co-operative sugar mills and impact specific study can be carried out by new scholars. The time series analysis of the wpm impact with better statistics can obviously provide better and refined results.