CHAPTER III

REVIEW OF EARLIER STUDIES
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INTRODUCTION

A number of research studies have been conducted on workers’ participation in management in India and abroad from the beginning of this century. But in India the concept of workers’ participation in management has gained attention of the researchers only in early seventies of this century. A review of these studies will enlighten the areas to be focused for further research and enrich the knowledge in the subject. A selected number of research works had been reviewed in this chapter for the sake of reference.


The study reveals that a high percentage of workers at different levels participated in management in the two textile mills. It also reveals that those workers with more involvement were trade unionists and educated.

A.C. Shukla (1975), “Worker’s participation and Industrial Democracy”

The research work has been taken up as a comparitive study between the employees of public sector undertaking and that of the private sector employees in U.P restricted to Lucknow area. The printing units were taken up for this study with a sample size of 22%. The researcher has given weightage to the social, economic, political and psychological factors that influence workers’


participation on geographical background. The study shows that the high level of participation is due to fair wages given and amenities given to the workers along with participation in managerial decisions. But the significant personal variables like age, education etc., have been ignored.

Josip Obra Dovice (1975), "Worker's participation, who participated" ³

The study, which was taken up in the Yugoslavia, has concluded that employees with school and college education in technical field have taken active participation in managerial decisions than their counterparts with non-technical education. Moreover, the office staffs were less involved in participative management.

Kalra.J.(1975), "Are we Ripe for Participative management" ⁴

This study shows the significant attitude of the Indian managers towards their subordinates. It clearly states that 75 percent of the managers are not interested in involving their subordinates in the decision-making process. When the opinion of the subordinates were asked it revealed that only 29 percent of them opted for active participation in decision making process. Kalra relates this phenomenon to our Indian culture in which parents play a dominant roll by not consulting their wards in important decisions concerning their family life. He also views that an Indian manager resembles a traditional parent who

⁴ Kalra.J.(1975), "Are we Ripe for Participative management" ISTD Review. 5,pp. 12 & 13
demands obedience from his children. In general he suggests that there should be a drastic change in the attitudes of both the managers and their subordinates.


This research was conducted to find out the attitudes and job satisfaction of nurses discharging non-managerial jobs. The study considered a total of about 211 nurses from various sectors. Four categories of nurses were involved in this study comprising of Auxiliary, state registered and state enrolled all of who were of non-managerial jobs and senior Nurses who discharged managerial functions. The result revealed that higher the grade of nurses, higher the desired influence and vice-versa. A significant degree of influence was evident among the state registered nurses in relation to serious complaints and in the training of the student and pupil nurses.

Deepti Bhatnagar (1977),” Strength and correlates of Participatory desire among employees in two organisations”.  

This study was conducted to show the extent of participative decision-making among employees and the influence on demographic, personality and organisational variables. This study was conducted to compare two sets of


employees from two industries namely Fertilizer industry and Textile industry. This comparative study revealed that there was lack of participation of employees in the decision-making process, in all spheres, especially with respect to safety needs. Variations were also reflected due to hierarchical differences. The study also shows that respondents from the Fertilizer industry were having better participative chances than their counterparts in the Textile industry. However, this study has failed to take into consideration the views of the management personnel from both the industries.

Gurjar M.N. (1977), "Unique Experiment in Workers' Participation." 7

This study was conducted to find out the impact of workers' participation in management, with respect to the overall performance of Kohinoor mills. The study revealed that there was positive response in the form of the improvement in the output of the mill.

Prathiba Malavia (1977), "Perception of participation in departmental decision-making. Its relation with job satisfaction, job effectiveness and personality structure" 8

The study undertaken by the researcher pertains to the analysis of the relationship between the perception about participation in departmental decision-making and job satisfaction of employees in two textile mills in Ahmedabad.

The sample respondents were 189 supervising staff from two textile mills. The research finding show that there is a significant difference between the perception about participation and the job satisfaction. It shows that higher the participation, the more satisfaction, an employee gets from the job. It also revealed that there was no direct relationship between the job satisfaction and job effectiveness with that of individual’s personality factors like age, education end experience etc.


The researchers took up this study in two manufacturing units one each from the private sector and public sector in North India. The study concentrated on the implementation of workers’ participation schemes and their impact on decision-making. The research data were collected through interview method from the employer and employee office bearers and also from several council members in the industries. The study revealed that the councils of private sector concerns were not able to progress positively towards positive decision-making, whereas the council of public sectors concerns’ were able to bring about consensus among the management and labour representatives in arriving at decisions.


This study was taken up by the researcher, to find out the preference of the employees and management staff in the various levels of joint management councils and in the board of directors. The study was conducted in eight factories in Karnataka, where the workers’ participation schemes were in practice. The study revealed that there was low response from the respondents to take part in the board level but they preferred to take active role in the shop councils and joint management councils or (JMC’s) as they are popularly known.


This study has been taken up in two of the public sector giants, HEL Bhopal and ITI Bangalore. The objectives of the study were to find out the extent of workers’ participation in management. The respondents were selected from four categories of operative, non-operative employees, top management officials, personnel department officers and trade union leaders. About 443 respondents were selected for the study, comprising of 375 workers, 33 officers, and 35 trade union leaders from the two industries. The result of the study showed that the workers in general from both the industries were interested in the participation in decision-making process. That too the workers


from HEL were more interested than the ITI workers. Moreover the skilled workers showed better interest than the semi-skilled and unskilled workers. Finally the study also revealed that the managerial personnel were also showing willingness to include the workers in the decision-making process.

Akilesh.K.B. (1982), "Organization Development through Participation and communication programs."  

This study was conducted in a public sector undertaking with an object of studying the effectiveness of participation in management and communication programmes to stimulate and bring about the desired positive changes in an organisation. As expected the study revealed that there was relationship between the participation scheme and communication programmes as change agents in an organisation to be used as tool for Organisational Development (OD). But the study has not suggested the required form of participation that may be useful for Organisational Development in an organisation.


This particular research was taken up by the researcher in an extensive


manner, in three different states of Bihar, Karnataka, and Orissa. Ten manufacturing units, five each from public sector and private sector were taken up for the study. The sample respondents were taken from workers and management personnel in almost equal proportion. 292 respondents from public sector and 301 respondents from private sector were involved in the study. The objectives of the study were to evaluate the existing and desired influence of workers in different decision-making process. The workers have shown significant interest to take part in decisions. Simultaneously the management personnel have preferred to involve the workers in less important decision-making processes. But in general there was a lack of confidence on the participative scheme of the government.


This study was conducted in a public limited company in Orissa, to study the impact of the participative schemes devised in the twenty point economic programme of the government. According to the researcher, the participation in decision-making process is not merely aimed at achieving the operational efficiency of the Organisation but to create the faith and confidence in the practice of democracy and socialism.


This study was taken up in Bokaro Steels Limited, Bihar a public sector giant. The study was aimed at studying the attitude and participation of members of the union in the organisation. The sample respondents were taken from 4 recognised unions numbering 200 members. The study revealed that those members who felt that their union was performing well took considerable interest in the participation of union activities.


The study was conducted in Bangladesh. The objectives of the study were to find out the desire of the workers’ in participative management. A total of 108 workers and 60 managerial personnel were taken up for the study. The study revealed those workers showed a strong desire to influence decision-making process at all levels including the decisions which are the privileges of top management. On the contrary the managerial personnel expressed their desire to include the workers in such areas of decision making where the issues require the co-operation of both workers and management.


Laksmi Narayan (1984), “Worker’s participation in public enterprises” 17

This study was conducted by the researcher in order to find out the effect of personal variables connected to workers’ attitude, method and environment, under which the participation takes place. The researcher clearly states that there must be a co-ordination of all these variables in order to get the desired amount of success in the participative schemes.


The research was taken up by the researcher, in order to make it a point that the present system of participative management is ineffective and requires drastic change. The research shows that both the workers and the management do not accept the participative schemes. The workers feel that they want a forum, which can help them to put forth their grievances directly to the management, where there will be interaction between them and opportunity to express their views directly.


The researcher has conducted this study in Nigeria where, workers' participation through collective bargaining has been a successful one. The sample respondents were selected by purposive sampling, comprising of 250 workers and 150 managerial personnel from 8 organisations. The view of the management was that, the workers recommendations should not be accepted without modification in them. Certain managers went to the extent of agreeing to accept the decisions made by subordinates as they are. But in general, most of the managers were against the participation of workers in management and of the opinion that workers' participation in management if allowed would curtail the power of the management.

PremNath (1985), “Employee participation in units of Steel Authority of India Limited.”

This study was taken by the researcher in one of the Navaratna public sector undertaking ‘SAIL’. The study reveals that the participative scheme is a successful one in SAIL and many positive results are there in the form of result oriented dialogues between the workers and the management, development of sense of loyalty on the part of workers and better communication net work between the workers and the management.

Narendra Singh Bisht (1986), “Participative management in India”

This study was conducted in BHEL, Ranipur to analyse the attitude of workers towards workers’ participation in management and their impact on


decision-making. A sample of 200 respondents were taken up and the results showed that there was considerable consensus among the workers and managerial personnel that higher the level of decision making, the lower the influence of workers. Also, the managerial personnel were against the involvement of workers in higher level decision making.


This study involved 23 public sector units and 28 private sector units from different parts of the country. Private sector units also included 15 multi-nationals. The study was taken up to investigate the factors that contributed towards organisational climate. The result shows that participative management is almost denied to the supervisory personnel and also it is again one of the two factors neglected to workers.


This study was conducted to investigate the impact of perceived occupational stress on the job and the management. A sample of 400 respondents was taken from the employees of Diesel Locomotive Works in Uttarpradesh. The results revealed that there was an impact of perceived occupational stress on the job and the management.


occupational stress on the job and management to the extent, it creates a negative effect on the attitude of employees towards the management.

Nwachukwu J.C (1987), "Decision making in manufacturing management - British Production Managers Attitude" 24

This study was taken up by the researcher to investigate the perceived level of participation of British Production Managers in U.K, Scotland and Wales. A sample of 143 production managers was taken through mailed questionnaires. The production managers selected were holding a position next to the Director level and above the production Superintendents. The researcher found that the perceived level of participation extensively related to age, position and job freedom enjoyed by the manager. Also, the study revealed that there was no relationship between the educational level of the manager and his perceived level of participation.


This study was taken up by the author in two American companies, namely company A, which is subsidiary of a Canadian Holding company, and company B, a joint stock company from the local area. The objective of the study was to investigate the involvement and their influence on decision making. The results showed that company B's respondents perceived more


involvement in the lower level and medium level decision making than the company A respondent.


The study was taken up in Nigeria by the researcher, to find out the involvement of employees from the lower cadre in 9 industrial units comprising of 6 units from private sector and 3 units from public sector. The investigations showed that the workers’ participation was restricted to collective bargaining and consultative functions, involving the welfare of workers. The attitude of private and public sector managements reveal that they are against the involvement of employees in the management issues.

Balendara Kumar Singh (1988), “Relationship of Participation and Alienation with Job Involvement” 27

The study was directed towards investigating the relationship of participation and alienation and job involvement. A sample of 200 respondents was taken up from Diesel Locomotive Works in Uttarprades. This study revealed that the participation has considerable negative correlation with alienation, and also that participation has a significant positive correlation with job involvement. Finally it revealed that high participation is connected with much job involvement.


This research is an attempt to study the implementation of workers’ participation schemes in this industry. The study reveals though the workers’ participation scheme is in progress, the awareness is very low. Moreover the benefits of participation are not fully realised by the organisation.

K. Raja (1994) “Impact of workers’ participation in management”

This study investigates the methods of participation of employees in the selected textile mills. The result shows that the level of participation differs among the various categories of employees. The personal variables like age, education and experience are not given importance in this study.


The study seeks to examine the nature of workers’ participation in trade unions and to explore the reasons for the state of their involvement in union activities. Based on the data collected from 188 workers selected from seven depots of the “Pepsu Road Transport Corporation” located in Panjab and


Chandigarh, the authors find a high degree of unionisation among the workers. Results report a high level of participation of the workers in such union activities as payment of union dues and participation in strikes, rallies etc. and low participation in day-to-day union activities. In general, personal and job related variables were not found to be significant correlates of union participation while union membership and identification with the union significantly influenced union participation.

S. Subramanian and K.Sajjan Rao (1997) "Attitudes of Union leaders in Changing Realities - Direction towards Greater Involvement".31

The study is an attempt to investigate the attitudes of the union leaders towards certain management decisions that have the foremost place in today's hyper competitive environment. Data have been collected from 68 union leaders belonging to two prominent unions. Results reveal the positive orientation of union leaders towards the aspects taken up for the study and suggest that unions have transformed from the traditional role of just getting their colleagues their due, to a more progressive outlook. The researchers seek a more dynamic functioning for union leaders in the changing realities by which they can contribute not only to the welfare of their colleagues but also towards the development of the organisation.

SUMMARY

An examination of the above researches shows that they are pertaining to the areas of nature and extent of participation, both perceived and desired and also the influence of personal variables on the level of their participation. It also reveals the impact of participation on organisational effectiveness taken up in the study is very restricted. This study takes up the important aspects which should be considered towards finding out the impact of participation on organisational effectiveness in order to give a better picture to the decision makers in the industry and the government for the improvement of labour welfare in our country in the next millennium.