CHAPTER IV

EMPLOYEES PARTICIPATION IN COMMITTEES
CHAPTER IV

EMPLOYEES’ PARTICIPATION IN COMMITTEES

INTRODUCTION

The relationship between labour and productivity is inevitable. The human efforts must be organised and co-ordinated in such a way that maximum production is achieved, provided the other factors are supplied. This aspect is being taken up in almost all organisations in order to improve productivity. Higher productivity cannot be achieved without the concerted efforts of all categories of employees like workers, supervisors and executives. Therefore, the public sector organisations in India are trying their best to promote the workers’ participation in management through various stages from works committees, joint management councils (JMCs) and worker directors. This chapter shows the active role of participation of employee in various committees in the two NTC Mills taken up for the study. This chapter presents method of participation of employees in various committees like management committee, canteen committee, and safety committee etc. Then the level of participation is computed, and their mean scores are tabulated. The next stage shows the difference in the mean scores of categories of employees and their combined standard error. Final stage comprises of calculation of co-efficient of variation to study the difference of opinion about perceived level of participation.

METHOD OF PARTICIPATION IN COMMITTEES

Committee form of participation is followed in the two textile mills selected for the study. Many committees, which may be constituted in order to facilitate effective workers’ participation in management. The following
committees are constituted in the two mills namely management committee, canteen committee, safety committee, suggestion committee and welfare committee. These committees are aimed at smoothening the relationship between the management and employees. The Executive General Manager heads these committees. These committees' role is advisory in nature and has tenure of one year after which it is re-constituted. They record the proceedings in a minutes book.

*LEVEL OF PARTICIPATION IN COMMITTEES.*

The Interview schedule is used to record the levels of participation by the employees with five-point scale ranging from 'no' involvement to 'complete' involvement stage. Table.IV.1 shows the mean average scores of each committee for different category of employees like unskilled, semiskilled, supervisor etc., for both the mills separately.

**Pankaia mills.**

There is a vast difference among the overall mean scores of different category of employees of Pankaia mills. It ranges from 4.29 the highest average mean of the skilled workers and the lowest score of 3.74 by supervisors and all other categories fall between these two ranges. Apart from this we can also infer that all categories of employees have fared well by scoring between 3.74 to 4.29.

The committee wise data shows that in management committee, executives have the highest mean score of 4.25. They are closely followed by skilled worker and unskilled workers, supervisors and semiskilled workers with
### Table IV.1

**MEAN SCORES OF THE PARTICIPATION IN COMMITTEES.**

<table>
<thead>
<tr>
<th>Committee</th>
<th>Pankaja Mills</th>
<th>Sri Ranga Vilas Mills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UnSkilled</td>
<td>SemiSkilled</td>
</tr>
<tr>
<td>Management Committee</td>
<td>3.95</td>
<td>3.80</td>
</tr>
<tr>
<td>Canteen Committee</td>
<td>3.70</td>
<td>3.80</td>
</tr>
<tr>
<td>Safety Committee</td>
<td>3.65</td>
<td>3.80</td>
</tr>
<tr>
<td>Suggestion Committee</td>
<td>4.25</td>
<td>4.75</td>
</tr>
<tr>
<td>Welfare Committee</td>
<td>4.00</td>
<td>4.25</td>
</tr>
<tr>
<td><strong>Overall Average</strong></td>
<td><strong>3.91</strong></td>
<td><strong>4.08</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data 1 = No Involvement; 2 = Hardly any; 3 = Moderate; 4 = Considerable and 5 = Complete.
Employees Participation in Committees - Pankaja Mills.

**Exhibit IV.1**

- Management Committee
- Canteen Committee
- Safety Committee
- Suggestion Committee
- Welfare Committee
a minimum score of 3.80. The Canteen committee scores show that the executives have scored the highest with a score of 4.25. They are followed by skilled workers, supervisors, semiskilled workers and unskilled workers. The suggestion committee scores are topped by semiskilled workers followed by skilled workers, executives, unskilled workers and supervisors. The welfare committee scores reflect that skilled workers have more participation, followed by semiskilled workers and executives equally, then the semiskilled workers, and the least being the supervisors.

Each category of employees has shown their participation levels in various committees. The mean scores are given in Table IV.1. The inference that may be made from the table is as follows.

The unskilled workers mean scores in various committees show that their highest score of 4.25 in suggestion committee, which reflects that they have been explicit in showing their opinions about participation in this committee. Their lowest mean score of 3.65 belongs to safety committee. Similarly their participation in other committees viz. welfare, management and canteen seems to be moderate. In general their scores are considerable in three committees and between moderate and considerable in the other two committees.

The semiskilled workers have shown some sort of conformity of scores in management, canteen and safety committees by scoring moderately. Their highest score of 4.75 is in suggestion committee, followed by welfare committee with the score of 4.25. It is evident that this group is participating almost in all committees in a moderate to considerable manner.
The skilled workers of the mill have got the highest participation scores. In the perceived level of participation, the mean scores of skilled workers range between 4.05 to 4.70 in various committees. The highest score is in suggestion committee with 4.70 and least score itself is only 4.05 in the two committees. So the scenario reflects a positive attitude about the level of participation in this group.

The Supervisory cadre has responded moderately when compared to other category of employees, since their average is 3.74. The supervisors attained their highest score in three committees namely management, canteen and safety committee with 3.85 and the lowest score of 3.35 in welfare committee. The general trend shows that the supervisors of this mill are less motivated, because they must satisfy both the workers and the managers.

The executives have got a considerable level of participation in all the committees uniformly. They are involved in decision making process to a large extent in their capacities as various department heads and in-charges. They also have interaction with union members and their representatives to a large extent.

The overall picture of the three categories of workers of this mill shows that skilled workers have got the highest scores among them. It can also be seen that their scores are even better than the supervisors and the executives. The skilled workers are considerably participating in all the committees.

When compared the level of participation of executives and supervisors, the executives have done well by taking active participation. The supervisors have got the lowest scores not only among the managerial staff but also the workers because they feel that they were neglected by both the workers and the
managerial staff. The supervisors’ score in welfare committee is lowest score among all committees. These results reflect that the involvement of the supervisors is needed more in order to have better results. The management should motivate them to involve themselves more in near future.

Sri ranga vilas mills.

The overall average scores of all types of employees of Sri ranga vilas mills shows that skilled workers have got the highest score of 4.57, followed by semiskilled workers with 4.16. The executives scored the lowest score of 2.63. It can also be seen that overall average score of three categories of workers are more than that of the supervisors and the executives. Hence the workers’ participation in committees is considerable.

The mean scores of unskilled workers show that the highest score of 4.60 is in suggestion committee, followed by welfare committee with 4.45. All the other three committees have moderate score of around 3.70.

The semiskilled workers have scored better than the unskilled workers. Their scores are ranging 4.00 to 4.40 in almost all committees. They got their highest score of 4.40 in suggestion committee and the lowest score of 4.00 in safety committee. So they take active participation in all committees.

The skilled workers have got the highest level of participation among all categories of employees. They have the highest score in suggestion committee with 4.95 followed by welfare committee with 4.80. They have scored an average score of 4.35 in all other committees. The overall average score of 4.57 shows that their participation is considerable.
Employees Participation in Committees - Sri Ranga Vilas Mills.
The supervisory cadre has an average score of 3.85, which is moderate. The highest score is in suggestion committee with 4.20 followed by welfare committee with 4.15 and safety committee with 3.90. The scores in other two committees are equal i.e. 3.5. In general all the scores are above moderate level.

The executives are the people with least scores. Their average itself is 2.63 only. The highest score is in the suggestion committee with 3.60, followed by safety committee with 2.95. The least score of 2.20 belongs to other three committees. In general their level of participation is very low. They have to be motivated a lot to take part in the decision making process.

From the above analysis, it can be concluded that all three categories of workers have given more importance to taking part in suggestion committee. Next to suggestion committee the workers are interested in welfare committee followed by other committees. Hence workers are taking part in all the committees with more involvement.

When we take up supervisors and the executives, their scoring patterns are different in two mills. In Pankaja mills the executives have ‘considerable’ level of score with an average of 4.25 whereas the supervisors average score is only 3.74 that is moderate. The above is reverse in Sri ranga vilas mills where the supervisors have scored 3.85 and the executives 2.63 as an average. So the executives level of participation is very low, even below the moderate level. So, in general both supervisors and executives lack initiative towards participation in decision making in various committees.
DIFFERENCES IN PERCEPTION AMONG EMPLOYEES IN COMMITTEES.

The perceived level of participation among the workers and also among the managerial staffs has shows differences. To test their significance ‘t’ tests can be used in two stages one for workers and another for managerial staffs.

Firstly, the difference in perception between (a) unskilled and semiskilled workers, (b) semiskilled and skilled workers and (c) unskilled and skilled workers should be considered. Secondly the difference in perception between the supervisors and the executives are considered. The following results were obtained.

Pankaja mills

Table.IV.2 shows the differences in mean and their corresponding standard errors pertaining to two sets of employees in Pankaja mills.

When we compare the mean differences of the unskilled and the semiskilled workers their scores ranges between 0.10 to 0.50. The highest difference is in suggestion committee and the lowest in the canteen committee. The overall average of mean differences shows 0.23. The ‘t’ values shows that it is insignificant. It reflects that the involvement of these two types of workers is moderate.

The mean differences of semiskilled and the skilled workers shows that their differences are almost uniform except in suggestion committee were the difference is only 0.05. The highest difference of 0.30 is related to safety and welfare committees. Similarly management and canteen committee scores are
Table IV.2

MEAN DIFFERENCES AND STANDARD ERRORS - PANKAJA MILLS.

<table>
<thead>
<tr>
<th>Committee</th>
<th>Unskilled &amp; Semi Skilled</th>
<th>Semi Skilled &amp; Skilled</th>
<th>Unskilled &amp; Skilled</th>
<th>Supervisors and Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S.E</td>
<td>Mean Diff.</td>
<td>S.E</td>
<td>Mean Diff.</td>
</tr>
<tr>
<td>Management Committee</td>
<td>0.8511</td>
<td>0.15</td>
<td>0.4751</td>
<td>0.25</td>
</tr>
<tr>
<td>Canteen Committee</td>
<td>0.7331</td>
<td>0.10</td>
<td>0.4751</td>
<td>0.25</td>
</tr>
<tr>
<td>Safety Committee</td>
<td>0.7012</td>
<td>0.15</td>
<td>0.4993</td>
<td>0.30</td>
</tr>
<tr>
<td>Suggestion Committee</td>
<td>0.8728</td>
<td>0.50</td>
<td>0.4693</td>
<td>0.05</td>
</tr>
<tr>
<td>Welfare Committee</td>
<td>0.8446</td>
<td>0.25</td>
<td>0.5444</td>
<td>0.30</td>
</tr>
<tr>
<td>Overall Average</td>
<td>0.8005</td>
<td>0.23</td>
<td>0.4927</td>
<td>0.23</td>
</tr>
</tbody>
</table>

Source: Survey Data 1 = No Involvement; 2 = Hardly any; 3 = Moderate; 4 = Considerable and 5 = Complete.
### Table IV.3

**Mean Differences and Standard Errors - Rangavilas Mills.**

<table>
<thead>
<tr>
<th>Committee</th>
<th>Mean Difference (S.E.)</th>
<th>Mean Difference (S.E.)</th>
<th>Mean Difference (S.E.)</th>
<th>Mean Difference (S.E.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unskilled &amp; Semi Skilled</td>
<td>0.6024 (0.20)</td>
<td>0.6035 (0.30)</td>
<td>0.5406 (0.30)</td>
<td>0.7833 (0.25)</td>
</tr>
<tr>
<td>Semi Skilled</td>
<td>0.5705 (0.35)</td>
<td>0.5406 (0.30)</td>
<td>0.5705 (0.50)</td>
<td>0.5861 (0.60)</td>
</tr>
<tr>
<td>Supervisors and Executives</td>
<td>0.5021 (0.70)</td>
<td>0.5021 (0.70)</td>
<td>0.5197 (0.35)</td>
<td>0.6689 (0.35)</td>
</tr>
<tr>
<td>Management Committee</td>
<td>0.70 (0.0)</td>
<td>0.70 (0.0)</td>
<td>0.35 (0.0)</td>
<td>0.6689 (0.35)</td>
</tr>
<tr>
<td>Canteen Committee</td>
<td>0.6024 (0.20)</td>
<td>0.6035 (0.30)</td>
<td>0.5406 (0.30)</td>
<td>0.7833 (0.25)</td>
</tr>
<tr>
<td>Safety Committee</td>
<td>0.6024 (0.20)</td>
<td>0.6035 (0.30)</td>
<td>0.5406 (0.30)</td>
<td>0.7833 (0.25)</td>
</tr>
<tr>
<td>Suggestion Committee</td>
<td>0.70 (0.0)</td>
<td>0.70 (0.0)</td>
<td>0.35 (0.0)</td>
<td>0.6689 (0.35)</td>
</tr>
<tr>
<td>Welfare Committee</td>
<td>0.6024 (0.20)</td>
<td>0.6035 (0.30)</td>
<td>0.5406 (0.30)</td>
<td>0.7833 (0.25)</td>
</tr>
<tr>
<td>Overall Average</td>
<td>0.6533 (0.33)</td>
<td>0.6533 (0.33)</td>
<td>0.6533 (0.41)</td>
<td>0.6533 (0.41)</td>
</tr>
</tbody>
</table>

* * - significant at one percent level, ** - significant at five percent level, *** - significant at ten percent level.

Source: Survey Data
1 = No Involvement; 2 = Hardly any; 3 = Moderate; 4 = Considerable and 5 = Complete.
The mean difference between unskilled and skilled workers is slightly higher than that of other workers. The minimum difference of 0.10 is obtained in management committee. The highest differences are in welfare committee with 0.55. The overall average of mean difference is 0.35 only. The ‘t’ values of different committees are insignificant. Hence their involvement is between moderate and considerable.

The mean differences of supervisors and executives show a uniform trend except in welfare committee. The highest difference of 0.90 is related to welfare committee. The lowest difference is only 0.40. The overall average difference is 0.51, which shows that there is a high degree of differences among the two types of managerial staffs. The ‘t’ values are insignificant. These vast differences are due to low involvement of supervisors in this mill.

Sri ranga vilas mills

The difference between mean scores and their corresponding standard errors for the different categories of employees of Sri ranga vilas mills is given Table.IV.3.

The differences in the mean scores of unskilled and semiskilled workers show moderate variations. The highest difference of 0.50 is related to management committee and the lowest in suggestion committee. The overall average score is 0.33. The ‘t’ values of the various committees calculated
shows that it is insignificant. Hence the difference in participation is moderate only.

The mean differences of semiskilled and skilled workers differ much. The highest differences are recorded in suggestion committee and welfare committee with 0.55 and 0.60 respectively. The lowest difference is in management committee. The other committees have recorded 0.35. Hence the differences are highly visible. The ‘t’ values show no significance.

The difference in the mean scores of unskilled and semiskilled differs a lot. The highest difference of 0.70 is related to management, canteen and safety committee. Whereas the mean differences in suggestion and welfare committee is only 0.35. Also the ‘t’ value shows that the difference is significant at ten percent level in both management and safety committee. The overall average difference is also at 0.56.

The mean difference of supervisors and executives show a vast difference in different committees. The differences range between 0.60 to 1.95. The highest difference is in welfare committee with 1.95 and the lowest difference of 0.60 in suggestion committee. The differences in mean scores for management and canteen committee is also at 1.30. Also the ‘t’ value shows that the difference is significant at ten percent level for welfare committee. In general, there is a considerable difference in mean scores of all the committees.
VARIATION IN THE PERCEPTIONS ABOUT THE LEVEL OF PARTICIPATION.

The individual variation in the perception about the level of participation among the employees of same cadre can be got through the co-efficients of variations. This is calculated and given in Table IV.4. for both the Pankaja mills and Sri ranga vilas mills.

Pankaja mills.

The study on the participation of unskilled workers in different committees reflects the difference in their co-efficient of variation. It ranges between 23.98 and 27.82. The minimum co-efficient belongs to the safety committee and the maximum co-efficient belongs to the management committee. The co-efficient of variation is high in the case of management, suggestion and welfare committees. The perception of the unskilled workers differ more in these committees. The highest value of co-efficient of variation in most of the committees reveals that the perception of the unskilled workers are not clear. Similarly the mean scores of the unskilled workers pertaining to management, suggestion and welfare committees reflect that they are very much satisfied in these committees. The views about other two committees are satisfactory in nature.

The co-efficient of variation of the semiskilled workers are between 9.35 to 10.80. The minimum co-efficient belongs to suggestion committee and management, canteen and safety committees share maximum. The co-efficient of variation is considerably high in management, canteen and safety committees, which reflects the variation in participation in these committees.
Table. IV.4

COEFFICIENTS OF VARIATION OF THE MEAN SCORES OF PARTICIPATION IN COMMITTEES.

<table>
<thead>
<tr>
<th>Committee</th>
<th>Pankaja</th>
<th>Mills</th>
<th>Shree Ranga Vilas Mills</th>
</tr>
</thead>
<tbody>
<tr>
<td>UnSkilled</td>
<td>Semi Skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
</tr>
<tr>
<td>Management Committee</td>
<td>27.82</td>
<td>10.80</td>
<td>12.60</td>
</tr>
<tr>
<td>Canteen Committee</td>
<td>24.96</td>
<td>10.80</td>
<td>12.60</td>
</tr>
<tr>
<td>Suggestion Committee</td>
<td>26.31</td>
<td>9.35</td>
<td>10.00</td>
</tr>
</tbody>
</table>

Source: Computed from survey data.
On the other hand, the co-efficient of variation is low in the case of suggestion and welfare committees and it reflects that the participation is more consistent in these committees. In general the mean scores of semiskilled workers show that in suggestion and welfare committees their level of involvement is considerable. Even though the mean score of the suggestion committee is in the considerable stage, it has got the higher degree of co-efficient of variation. Hence we can say that the participation of semiskilled workers varies a lot in suggestion committee.

The skilled workers co-efficient of variation show that it ranges between 10.00 to 13.48. The minimum co-efficient belongs to suggestion committee and the maximum co-efficient belongs to the safety committee. The perception of skilled workers is not considerable in safety and welfare committees. But in other committees they show less difference which means they are consistent. The mean scores of the skilled workers reflect a sense of satisfaction in all five committees. It shows that there is a considerable involvement. If overall perception of unskilled, semiskilled and skilled workers is compared, the perception level of skilled workers is less.

When we analyse perception level of the supervisors in different committees, it ranges between 12.71 to 17.53. The minimum co-efficient of variation pertains to suggestion committee and the maximum co-efficient of variation belongs to welfare committee. The mean scores of supervisors are almost similar and consistent. But the level of perception is only moderate and not considerable like other categories of employees.

The executives’ range of co-efficient of variation does not differ much and it is around 21.42. The co-efficient of variation is slightly high when
compared to other category of employees except unskilled workers. But the overall mean score is 3.74 which means their level of perception is highly moderate. There is no much difference in mean scores among the different committees. So it can be seen that their scores are consistent.

**Sri ranga vilas mills.**

In Sri ranga vilas mills, the co-efficient of variation of unskilled workers ranges from 13.41 to 18.55. The minimum variation is for the safety committee and the maximum variation is for welfare committee. The variations about their perception in other committees are also showing inconsistency. In general there is a considerable variation in perception level in all committees. The mean scores of suggestion committee and welfare committee show considerable involvement. In the other three committees moderate involvement is there.

The semiskilled workers co-efficient of variation show that there is no much of change. The minimum variation of 9.35 is in suggestion committee and maximum variation of 10.80 is in management, canteen and safety committees. The mean scores of all the committees are showing considerable involvement. Even though the mean score in suggestion committee is the highest, it shows minimum variation, which reflects that there is consistency in the level of perception about participation.

In the case of skilled workers, there is much variation between the various committees. The highest variation of 11.42 is in canteen committee. The minimum variation is in suggestion committee with 4.52. There is no much difference between the management, canteen and safety committees. Also the
mean score of all the committees show considerable involvement. It shows that suggestion committee with highest mean score has the least variation which means very high consistency is there.

When we investigate the co-efficient of variation of supervisors, we can find that their level of perception is varying quite considerably in all the five committees. The co-efficient of variation is not so high, which shows that their level of consistency is more. Also mean scores have crossed the moderate levels in management, canteen and safety committees and the mean scores are of considerable level in suggestion and welfare committees.

When we take up the co-efficient of variations of executives of the mill, it varies from 49.77 to 85.48. It reflects the highest level of variation in all committees. Hence there is no consistency at all in the level of perception. They have shown total difference towards the level of participation. Their mean scores in all committees except suggestion committee are below moderate level. They show lack of interest in the participation.

In general, if we observe the overall view of all the workers, we can find that welfare committee reflects the maximum variation. The unskilled worker's co-efficient of variation differs a lot in all committees. Semiskilled worker's co-efficient of variation shows some uniformity. The skilled workers of this mill have differed in suggestion and welfare committee. In suggestion committee they have recorded the lowest variation i.e. 4.52 which shows their high level of consistency.

As far as managerial staffs are concerned, the supervisors co-efficient of variation reflect moderate variations. But the executives have shown unusual
variations which are extremely higher. Except safety and suggestion committee, they have reflected steep upward variations. In general we can say the managerial staffs opinions are divided and less consistent, when compared to the workers.

SUMMARY

The overall pictures of all the employees of both workers and managerial staff show that the level of participation is above the 'considerable stage'. We can also see that the workers of both the mills are exhibiting better consistency in the level of participation and a lot of them are satisfied. The workers are more satisfied than the managerial staff. Among the workers the participation of unskilled is less than the other two categories of workers. Among the managerial staff, the participation of executives is better than that of supervisors in Pankaja mills and vice versa in Sri ranga vilas mills.

The 't' test brings out the fact that the differences in the perception are more in the case of employees of Sri ranga vilas mills. In the case of Pankaja mills, the views of different categories of employees do not differ much.

Finally the study of the co-efficient of variation shows that the differences in the perception among the employees of the same category are more in the case of management and in canteen committee. The opinions about the suggestion committee are more consistent when compared with other committees.