CHAPTER - II

REVIEW OF LITERATURE
The literature on Workers Participation in Management has been vast and highly illuminating. An attempt has been made in the following to review some studies both at the international as well as national level. Ian clegg\(^1\), Wang\(^2\), and Barrere\(^3\) deal with the subject of workers participation in management. Ljubljana\(^4\) discussed in detail about Worker's Self Management and Participation. Joint\(^5\), Pateman\(^6\), Banus\(^7\), Cole\(^8\), Rutter, Berg and Golden, H\(^9\), and Kolaja\(^10\) deal extensively with concepts and analysis of participation and practices prevailing in foreign countries, particularly in then Yugoslavia and West Germany. Two international labour organisation publications, namely, Workers Participation in decisions making in industrial undertakings (1982) and “Employee and Workers Participation in Planning” (1971) deal with participative forums in general and the latter presents a comprehensive analysis of the theme of participation in socio-economic conditions.

\(^3\) Barrere, M., (1981), Participation in Company Management In Chile, Geneva, UNRISD.
planning. Most importantly these are source books for various forms of participation being practised throughout the world.

The work by Nitish R. De., Svenfly, Kt., George Kenawaty, Rolf Lind Holm, Anders Malboubergeiner Thorsrud\(^{11}\), draws many examples from five countries and provide an examination of the complementary changes in the personnel and accounting system that needs to take place when management is decentralized and redistributed through an organization by means of self managing groups. A final report\(^{12}\) on International Management Seminar convened by Organization for Economic Cooperation and Development (OECD) held at Versailles extensively dealt with various researches made and the practices adopted in other countries on participative management.


Among the works that comprehend the concepts and aspects of participation practices prevailing in India, mention may be made of those by Mhetras\textsuperscript{13}, Alexander\textsuperscript{14}, Aziz\textsuperscript{15}, Seth\textsuperscript{16}, Das\textsuperscript{17}, Tanic Zivan,\textsuperscript{18} (1969), Virmani.\textsuperscript{19}

A number of research articles have also been published by Renato Mazzolini\textsuperscript{20} (1978) dealing with the influence of European workers over corporate strategy. Gary, P. Lathan\textsuperscript{21} examined the effect of participation on goal setting and performance on set goals, which is based on the study conducted on a group of Engineers, Scientists and their supervisors at R & D Department of large Multinational Corporation in U.S.A. Wallen Burg D,\textsuperscript{22} and co-authors traced the history on trade union movement and involvement in industrial organisations. On review of five work places, where

\begin{enumerate}
\item Mhetras, V.G., (1966), Labour Participation in Management, Manaktala and Sons, Bombay p.11.
\item Alexander, K.C., (1972), Participative Management in Indian Experience, Sri Ram Industrial Relations Centre Publication, New Delhi.
\item Seth, N.R., (1972), The Joint Management Councils, Sri Ram Centre for Industrial Relations, New Delhi.
\item Tanic, Zivan., (1969), Workers Participation in Management, Ideal and Reality in India, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi, p.110.
\item Virmani., B.R., (1978), Workers Participation in Management- Some experiences and lessons, Macmillan, Delhi,.
\end{enumerate}
experiments were carried out, they pointed out that for trade unions humanization of work means improving the quality of work place. Seeborg\textsuperscript{23} deals with job redesign, their success and factors and their influence of employee’s participation. Schregle’s\textsuperscript{24} paper proposes a framework for internal companion and discusses interplay between workers participation and collective bargaining and also raises some issues relating to the role of trade union under the system of workers participation.

Annvestenholz\textsuperscript{25}, a researcher located in Copenhagen has identified five main forms of participation in Denmark which are named as, (i) Semi-autonomous work groups, (ii) grievance handling, (iii) worker-elected safety committee, (iv) plant wise work councils and (v) employee representation on Company Board. Other research findings by Blauner\textsuperscript{26} reveal that greater the degree and control a workman has over production processes, the greater his job satisfaction. Tannenbaum\textsuperscript{27} suggested that a participative approach might be particularly effective in creating a work environment psychologically to organization numbers. Further, it is possible that the positive effects on organizational performance of this approach may be more apparent in the long run then in the short-run. He further says-in general organization members want to exercise control and therefore find participation as an important source of gratification.


\textsuperscript{25} Annvestenholz, (1979), Workers Participation in Denmark, Industrial Relations Journal, 18 (3)

\textsuperscript{26} Blauner., R., Workers Satisfaction and Industrial Trends in Modern Society in Galenson and Hipset(Edt.) in Labour and Trade Unionism,p346.

\textsuperscript{27} Tannen Baum, A.S., Social Psychology of the work organization, pp. 94 & 98.
Weight Bakke\textsuperscript{28} has propounded that productive work is the main source of personal development and satisfaction and the organisation must give the maximum possible opportunity for significant participation and self expression to the individual.

Morris\textsuperscript{29} states that employee participation in decision-making in a democratic atmosphere created by permissive leadership facilitates the development of internal motivation and serves to raise the level of employee productivity and morale. Jenkins David\textsuperscript{30} refers to research at the Institute of Social Sciences at Belgrade studying minutes of workers council covering a ten year periods which showed that over the years the number of subjects discussed in workers councils have increased and so did numbers business sophistication. The discussions on point of questions on company policy were raised while discussions on trivial and personal questions were dropped. A positive correlation was found between the level of education and participation in self-management. According to the author a large problem is of the sizeable proportion of ill-educated peasants working in Yugoslavia's enterprises. Although they welcome the opportunity to raise their incomes they often still cultivate their farms and think of themselves as farmers first and industrial workers only incidentally.

Mac Gregor\textsuperscript{31} (1960) contended that workers participation consists basically in creating opportunity under suitable conditions for people

\textsuperscript{28} Weight, Bakke. E., The function of the management in E.M. Huge Janis (Edt.) ‘Human Relations and Modern Management’, p.223.


\textsuperscript{31} MacGregor, D., (1960), The Human Side of Enterprises, New York, McGraw Hill, p.34.
to influence decision which affect the subordinates gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and workers. This serves to create a sense of belongingness among the workers as well as a conducive environment in which both would voluntarily contribute to healthy industrial relations. Mills\(^{32}\) (1977) identified four basic forces underlying the glamour for industrial democracy. The first one was political in nature, pushed primarily by socialist and moderate labour and political leaders. The second was an industrial or economic force championed by innovative and socially oriented management and at times by unions. The third was an intellectual and theoretical force.

He found that the revolution of rising entitlements was prominent in western capitalist and democratic societies. This egalitarian spirit manifested itself in- “Growing public distaste and disillusionment with traditional institutions and their leadership”. He again supported the rising workers demand for increasing influence in management decisions-making.

Levine and Tyson\(^{33}\) distinguished between consultative and substantive forms of participation. In consultative forms employees provide information or advice but the management retains the right to make decisions. In substantive participative forms workers have greater autonomous control over methods and pace of work and make decisions that substantively affect the production process. This distinction between consultative and substantive form of participation is what they called “off


line verses on line participation”. These terms distinguish between workers who make suggestions to management through problem solving groups of the job and workers who make decision with respect to work tasks or quality control as part of their daily work responsibilities.

Their Studies have also focused on the effects of workers participation on organizational performance. These studies found that participation programme have positive or in some cases, ambiguous effect on productivity. Further, employee’s participation and industrial relation practices may interact so that the sum of the effects on plant performance is stronger than the effects on individual practices themselves. Lastly, effects on productivity are expected to be greatest when the organization adopts a coherent system of work organization and industrial relations practices.

Kester and Thomas\(^{34}\) have demonstrated that there is a fast growing interest in the development of workers participation in developing countries. In their studies, they found one form of workers participation or the other in these countries. In some cases, it was introduced as an essential part of the development strategy. For instance, in Tanzania, the idea of workers participation forms an important aspect of the socialist ideology. This is anchored on the notion of man centered development strategy.

Adewumi\(^{35}\) has suggested in his research work that Workers Participation in Management decision making represents a means of reducing


conflict, raising worker's productivity and ensuring rapid socio-economic development.

His findings revealed that the only avenue for the realization of the objectives of workers participation in management decisions making in Nigeria is through the collective bargaining machinery. However, it is evident that this machinery is very defective in Nigeria because of its restrictive nature. Consequently such arrangement cannot confer effective participation right to the workers.

The work done by Yusuf Noah\(^\text{36}\) on Workers Participation in Management Decision-making within selected Establishments in Lagos, Nigeria. The data was collected through the primary and secondary sources. Primary sources data were derived from questionnaire and in depth interview. He found that workers were not much involved in the management decision-making within their respective establishment. On the other hand, workers have demonstrated high interest in management decisions-making. Workers in the service sectors were not involved much in decision-making as compared to those employed in the manufacturing sector of the Nigerian Economy. Workers were not ready to challenge the management in this regard.

Another conclusion reached from the study was that respondent's level of income in management decisions-making had implication on certain organizational factors. Specifically, the commitment level demonstrated by the worker is a factor of influence they exercise in management decision making.

Morie Bailey, University of Strathclyde, Hungary explored the effectiveness of Employees Work Council (EWC) as a mechanism of employee voice, for Hungarian Workers of U.K. owned Multi National Company (MNC) in printing, chemicals and food sectors. Its aims were to provide a cross-section analysis of EWCs and to examine whether Employees Union enlargement and the introduction of the EWC Directives in Hungary had any impact on the working lives of Hungarian in relations to employee’s participation. The aim of the project was to analyse the efficiency of national system of workers representation within Hungary. She adopted questionnaire and interview methods to collect data relating to her study.

Her main findings were:

i. The Hungarian legislation relating to Workers Councils (Labour Code Act 1992) was criticized for not offering workers the protection they require while discussing work issues with the management;

ii. Secondly, local management criticized employees for their apathetic and lackluster approach to work control;

iii. Thirdly, the workforce often feared management discrimination if they spoke out and there was a general sign of frustration and disappointment with the current industrial relations system;

iv. Fourthly, lack of funding, because of the collapse of communism was an issue for the trade union who believed that the political transition had weakened their position;

v. Workers agreed that the union movement had lost its identity in the light of the political and economic changes;

37 www.gla.ac.uk • • • Mac Robertson Scholarship Reports
vi. While union membership is still high within some industrial Houses, workers questioned the relevance of union and its value and as a mechanism for providing employees voice;

vii. According to trader union officials and workers, the introduction of FDI had not increased the overall level of working conditions;

viii. There was an overall expectation gap between what workers anticipated and what managers were prepared to offer in terms of working conditions particularly amongst MNCs;

ix. Overall, the dual system of representation and the introduction of work Council were not perceived by the workers to have enhanced workers participation in Hungary.

The research study conducted by Lawrence Nurse and Dwayne Devonish\textsuperscript{38} of Department of Management Studies, University of West Indies Bridgetown, Barbados, explored the impact of several factors on current participation practice and willingness of employers to introduce participation at work. Data were obtained from a cross-section of 93 organizations obtained from a Stratified Random Sampling of 200 organizations from various industries in Barbados. They have applied Factor Analysis and ANOVA tools to analyse the data.

The study found that organizational size, industrial origin and union presence were not the significant determinants of current participation practices. However, cost reduction strategy was negatively associated with current participation governing management of people. Innovations based on strategies were positively related to willingness to introduce participation

regarding the management of the people. Perceived participation outcomes such as job satisfaction, increased joint benefits and reduction in absenteeism were associated with current participation, regarding the management of people and willingness to expand participation in the same area.

Rosenberg and Roserstein of the Technion Institute of Technology, Haifa, Israel\textsuperscript{39} compared Yugoslavian Workers Council with consultative participation in US plants. They concluded that shop floor level participation offered the most potential for active workers involvement in management and even for effective downward transfer of decision making authority which ultimately had positive impact on productivity and attitudes of the workers.

Caroline White\textsuperscript{40} from the University of Kent at Canterbury drew her experience of participant's observation in an electrical engineering factory. She contributed to the debate in Britain's continuing problems and concluded that capital and labor in capitalist production process explained the failure to tap the workers commitment and creativity.

Beaumont\textsuperscript{41} found that the relationship between union-appointed safety representatives and their workforce constituencies was not cordial and hence, leading to unhealthy relationship between the two.


\textsuperscript{40} White, Caroline, (2007), "Why won't Managers Co-operate? innovation and productivity In Engineering" Industrial Relations Journal, Vol. 12, Issue 2, July ,pp.61-71

Coyne John and Wilson Nick\textsuperscript{42} from the University of Nottingham reviewed the recent initiatives to promote cooperative development and discussed the problems faced due to the cooperative participation.

Chi Chan, King. Chris\textsuperscript{43} of Hong Kong, Polite Technique University discussed the debate around global capitalism and labour policies in the context of China. Data were collected from the Taiwanese invested factory where a strike was staged in 2004.

Rothenberg Sandva\textsuperscript{44} working in Rochester Institute of Technology looked at employees’ participation for environmental improvement. The paper used data from an automobile plant well known for its participative work culture. The paper looked more closely at the dynamics of workers participation in environmental management (i.e., managements of pollution and waste). Findings of the study showed that workers possess important conceptual knowledge. The importance of intra-organizational and external knowledge made the role of specialist staff important for environmental improvement. The paper discussed how the culture and management structure of NUMMI and other lean plants encourage this combination. Further, the paper discussed the Implications for environmental management and lean production.


\textsuperscript{43} Chi Chan, King. Chris,(2009), “Chinese global factory”, \textit{Industrial Relations Journal}, Vol. 40, issue 1, pp. 60–70, 2\textsuperscript{nd} January 2009\textit{Journal of IR(Abstract)}, pp. 60-77, (Online)

Frisen. N. Margavet, working in Department of Occupational Therapy, University of Manitoba Winnipeg, Canada has written in his research paper on “A Model of Workers Participation in Return to Work (RTW) and in the Workplace”. His purpose of the study was to determine whether workers participation in the work place was influenced by workers characteristics or by workplace characteristics. He also tried to understand the nature of workers participation in Return to Work (RTW) process. His methodology was based on (i) Mixed method (ii) Instruments (iii) Employees Survey and (iv) open ended interview. He has taken Simple Random Sampling and adopted factor analysis to determine two components of workers participation namely:

a. Structure (Organized participation)

b. Commitment (Integral to worker)

His conclusions were:

i. Personal characteristics of workers had limited impact on workers

ii. Participation;

iii. Workplace environment characteristics had greater impact on workers participation through positive safety and people oriented climate and structures to facilitate workers involvement. Workers participation in the workplace and in Return to Work (TRW) was enhanced by (i) People oriented environment expressed as a climate of trust and respect. (ii) Having structure opportunities to be involved in the workplace and in the Return to Work (RTW) process.

Moreover, RTW participation was facilitated by having a position of influence in the workplace and by past learning.

Mannan, M.\(^46\) in his work concluded in the context of Bangladesh that there is considerable scope for introduction and development of appropriate workers participation scheme in public sector industries especially in Jute Industries.

Kester Gerand\(^47\) in his paper concluded that though workplace democracy is meaningful and increasingly democratic but, hardly effective. He mentioned some of the major obstacles to effective participation which includes poor communication of information between representatives and workers. The advisory status of the participatory structure, the lack of management manipulation, victimization and lack of training and education to workers representatives also acted as the major obstacles to effective participation. He nevertheless claimed that one of the most striking findings of the study was that workers continued to champion the idea of workers participation.

Freeman and Rogers\(^48\) in their research work (1993) stated that industrial democracy took the form of employee representation. Like workers participation and other stands of industrial democracy, employee’s representation connotes greater influence of workers in several aspects of the work. It also involves restructuring management to meet the new


demands of efficient management, international competition, rapid technological change and changing work force expectation of work.

Heisler and Houck\textsuperscript{49} (1977) have mentioned in their study that industrial democracy affects the nature, control and even ownership of private bargaining areas of the labour unions and the roles and contributions and rights of the individual workers in contemporary description shows that industrial democracy different people in modern society. The reasons may explain the wide clamour for the introduction of workers participation management in most countries.

With respect to the status of workers participation in the developing world, Mankidy\textsuperscript{50} (1984) found in his research that in these countries labour relations are characterized by a break-up of existing patterns. In many of these countries there is an increasing awareness that labour relations produced are grossly defective. Trade Unions are also seen as very weak in many of them. Lastly, on the ideological ground collective bargaining is rejected because of its emphasis on the dependent wage position of the worker.

Cutcher-Gersenfeld\textsuperscript{51} (1991), in his research work found that participation programmes have positive or in some cases, ambiguous effect on productivity. Furthermore, employee participation and industrial relations

\textsuperscript{49} Heisler, W.Y., and J, W. Hucks, (1977), A matter of Dignity, Inquires into the Humanization of work, Notre Dam, London, University of Notre Dam, p.116


practices may interact so that the sums of the effects on plant performances are stronger than the effects on the individual practices themselves. Lastly, effects on productivity are expected to be greatest when the organisation adopts a coherent system of work organisation and industrial relations practices.

Premack and Hunter\(^5\) (1988) found in their study that worker’s propensity to unionise is significantly related to their dissatisfaction with various facts of the job. In order to reduce the dissatisfaction, members still depend on management however, to ensure job security and insurance against other unforeseen situation, they take the recourse of union. Hence union membership if necessary for “reduction of risk”, and management is the resource for furtherance of aspirations of the workers.

A number of research work on Workers Participation in Management are available in Indian context and some of the noteworthy contributions are as follows:

K.K.Choudhury\(^5\) attempted to examine the causes for the failure of Workers participation in Management and argued that in India due to dominance of private sector in the Industries the scheme of Workers Participation in Management remained as a mere idea.

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Bagali\textsuperscript{54} published an article on “Workers Participation in Accident Prevention and safety Promotion- A new agenda”. This paper was based on an empirical study. He collected opinion survey from to different selected industries in Northern part of Karnataka state. A total of 106 major accident victims were collected. A pilot study was undertaken. The research findings of the study offered an analytical framework for understanding the level of workers participation in accident prevention. The purpose of the paper was to know, (i) what level the workers desired to participate, (ii) whether such practices were being presently followed and (iii) finally to find out the benefits derived by workers from participation in accident prevention and safety promotion activities. The result showed that a little had been done to involve workers in matter concerning accident prevention and safety promotion. The result showed that of the 106 workers, all affirmed that there has to be practical involvement of workers in committees, councils, programmes and other matters concerning accident prevention and safety promotion. In fact, they wanted not only a consulting and advisory role, but participation in decision making too.

The results indicate an urgent need for workers participation, a goal, which must be supported by employers, government and trade unions. The success of workers in accident prevention and safety promotion is an affirmation of the total commitment of all in an industry to the protection of the workers against injury at the work place.


This article studied a concrete example of a Joint Management Council (JMC) in action and marked certain observations to ensure their success. The paper revealed that the subjects discussed at the meetings of the council can be classified as economic, personnel and social. They also found an increase in productivity after setting up of the JMC. They also admitted that other factors were also responsible for the same.

The establishment of JMC in the company under study brought an increased awareness on the part of the employees regarding the problems of the enterprise. The employees also responded to the suggestion and schemes, which have contributed to increase in productively, elimination of waste and improvement of efficiency.

A few research works on Workers Participation in Management in Steel Industries have been made by scholars which are discussed below.

L.M. Dogra \(^{56}\) did his doctoral work on Participative Management in Public Sector Undertakings in India with special reference to Durgapur Steel plant in the year 1988. In his work, he had collected information from respondent by questionnaire and interview method as well as through mail questionnaire to some of the top officials. His main findings and conclusions were that, (i) out of 227 public sector undertakings in India, the participative forums are functioning only in 76 undertakings as per the directives laid down in Government's Scheme of 1975, 1977 and 1983, and (ii) 22 Public Sector Undertakings could not implement the scheme because of the problems with the trade unions. There were 24 Public Sector Undertakings where as per the study made by the Labour ministry, the implementation of the scheme was

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not appropriate. Simultaneously, there were 27 Public Sector Undertakings which introduced their own scheme of Workers Participation in Management.

There were few examples of employee's participation on the Boards of Directors. Although, there were some cases of union leader's having been invited to serve the company boards because of their experience and special knowledge of labour matters.

In this study it was pointed out by some of management representatives that the joint Management Committees did not have much impact of the improvement in production and productivity. On the contrary a substantial segment of the Union leaders and worker representatives felt that the production committees had reasonably good impact, in production and productivity, better understanding of job, improvement indiscipline and less wastage.

The result of the opinion survey showed that a large majority of managers wanted that the system of participative machinery should not only be continued but also be further strengthened. It was also found that the workers should participate at the decision-making level. The managers had positive attitude towards Workers Participation in Management.

It was also revealed from Dogra's work that the scheme essentially depended on the representative system where majority of the work force remained outside the participative forums. Therefore, there was, no opportunity for their active involvement. The representatives system is causing a serious problem in the face of inter and intra-union rivalry. The main reasons for evolution of such situation were due to difficulties in mobilizing the manpower in most of the enterprises.
The study also revealed that workers perception of the usefulness of all the committees was not favourable. It was pointed out that a number of workers have also acknowledged moderate usefulness of these committees which means that they too inclined towards working of these committees.

It further revealed that the majority of the workers representatives were in favour of giving absolute power to the Committees to make them purposeful. The word absolute powers mean authority for implementation of the decisions/recommendations of the committees.

His analysis also indicated that there was firm willingness on the part of the union leaders for workers participation in almost all the areas of plant activities. The social distance between the managers and workers was increasingly getting bridged.

Sudarsanam, T.\(^57\), adopted questionnaire and interview methods to collect data relevant to his study and used Simple random Sampling Method. The main findings and conclusions of his research work are, (i) that participatory forums are only partially successful and the system of self management as prevailing in the then Yugoslavia is not suitable to Indian condition (ii) only a particular forum works differently in different units but, in the same unit different forums function with different degrees of success, (iii) the ratio and number of the management and workers representatives in all the Joint Management Committees vary considerably from unit to unit depending upon consideration like the size of the unit/division/section.

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The study also revealed that the major factor that contributes towards the success of workers participation is the acceptability of the appropriate structure to all parties in these forums, who are involved. These parties although recognized the need for the forums, significant differences were observed with regard to the structure of these forums.

A careful analysis of his study reveals that it is appropriate to have decisive participation at shop councils, consultative participation at Plant and Joint Councils and informative participation at Board level. In his study, he proved the hypothesis that in India in the prevailing conditions at that time total participation at all level with statutory backing in all the areas of decisions making is not possible.

The study also concluded that mutual trust and confidence are lacking between the two parties which is very much vital for the success of participation. Both the management and workers representatives take rigid postures with a tendency to outwit each other. The study reveals that the contract labour has neither the scope for participation nor the desire to participate in these forums. The daily labour although have scope for participation, they are reluctant to do so. So the concept of participation is meaningful only in respect of permanent workers.

The finding of the study indicates that participation may yield more fruitful results if some structural changes are effected in the system. It also indicates that there is no direct correlation between participation and increase production and productivity, and between increase organizational health and efficiency and participation.
Pran Nath in his research work on, Workers Participation in Management: A Case Study of SAIL Enterprise in 1987 reveals that participation lessens the chance of industrial conflict and increase production and productivity. It also reveals that both management and workers favour statutory participation. They also felt that participation has restricted the growth of trade union in other way.

The study made by Anita Sarkar and Biju Varkky found dual loyalty among the respondents for work related issues like, job assignment, recruitment, salary determination, training and career. This aspiring segment of the workers believes that management has more influential role to play than the union. Increasing curbing of the power by the management, increases the distance between unionized members and the officers to reinforce the loyalty of this white collar segment. However staff members are still loyal towards the union, since union performs an important role of job security provider. Their paper also captures changing role of union over its sixty one years of existence and the areas of improvement based on its members perception.

The conclusion of the study is that it is not necessary that workers need to choose side between management and union. In this case employees have favourable attitudes towards both management and union, exhibiting dual loyalty. The reason for such a situation in the particular organization might be that the office set up they have chosen is having comparatively lesser history of conflict between management and union.


Overall pushing the management towards a more employee prone strategy itself shows a success of union.

Study by Seth\textsuperscript{60} (1996) showed declining membership and alienation of members from Union. Increasing knowledge based workers are regarded as one of the reasons for the decline in membership of the union. At the same time, management is taking proactive stances by opening up the promotion opportunities for lower rank employees and workers having less loyalty towards union. Traditionally unions were the dominant force to speak for the workers in participatory forum for the workers needs, wage demand, workplace management issues etc. that required management intervention. However, today the very institution that supported employees in the industrial economy is need of change. The shift is required in the context of organizations movement to a more global knowledge driven economy and the shift in orientation of employees call for an internal transformation within unions itself, where they need to redefine the agenda and become conscious about the requirement of its members.

Verma\textsuperscript{61} (1991) developed a concept related to employee participation, which is known as Joint Governance and defined it as: an ongoing formal process where workers and their immediate supervisors or union and management bear joint responsibility for making decision which may be narrow (for instance involving a single issue) or it may be broader covering a wide range of issues. Joint governance would then be taking to imply statutory arrangements that are meant to provide equal decision making power to subordinates employees. However, like other programmes

\textsuperscript{60} Seth, N.R, (1996), We, the trade unions, \textit{Indian Journal of Industrial Relations}, 32 (1): pp.1-20.

with similar objectives, Joint governance provides little opportunity for real
decision making power to employees.

Shyam Sundar\(^\text{62}\) (2005) pointed out, union’s role as an employee-
cause negotiator would remain, may be unions have to be more flexible than
its earlier orientation to make participation effective.

As Mamkoottams\(^\text{63}\) (2003) Study shows unions, in majority of the
cases were not aware about the nature of the change that is going to be
introduced in the workplace. In order to lead the employees cause from the
front it is imperative that union has adequate knowledge of both labour laws
and keep themselves abreast of the present environment to make the workers
participation more productive and, meaningful. The study findings show there
is a considerable leadership vaccum and improvement opportunities in
communication and co-ordination both between workers-unions and union-
management to make participation more effective.

Venkataratnam\(^\text{64}\) (2003), in his study shows declining trend in
union membership in general and knowledge based workforce are doing
protean career management where employees are defining their job profiles
on their own and its implication is seen in declining role of union.

The above review of literature throws some light on the
research works done on Workers Participation in Management by Research
Scholars. Most of the reviewed studies in India were done before the new


economic policy introduced in India in 1991. Therefore, this study will add new literature to existing one and will give new guidelines to policy makers, managers of Rourkela Steel Plant in particular because the study is conducted after more than a decade of implementation of New Economic Policy of Government of India.