CHAPTER 2

Participative Management—A General Review of Research and Literature

2.1 Introduction

The concept of ‘participative management’ has attracted the attention of academicians and policy makers world over for the last many decades. Several scholars have tried to widen the horizon of the concept by introducing new ideas in its theory and practice. These attempts have been informed by the research studies undertaken by them on the actual working and effectiveness of workers’ participation in increasing productivity and efficiency of business organisations. This chapter attempts a brief survey and review of the research and literature on ‘participative management’ in India and abroad.

The available literature can be broadly divided into three categories, namely,

1. studies dealing with the conceptual and theoretical issues;
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2. studies on the working of the schemes and their overall evaluation; and

3. empirical studies on the effectiveness of participative management in industries in India and in other countries of the world.

However, the researcher has designed the layout of this chapter on chronological basis and review has been attempted not according to the three categories mentioned above, but from the old literature and research to the new ones.

2.2 Review of Research and Literature

Father of the nation, Mahatma Gandhi, throughout his life, advocated labour participation in the management of industrial undertakings. According to Gandhi (1938), worker is not merely a means of production but is essentially a human being with a personality, having a sense of responsibility towards his family, the industry, and the nation. He observed “it is vital to the well-being of the industry that the workmen should be regarded equal with the shareholders and that they have therefore every right to possess an accurate knowledge of the transactions of the mills and they should be considered as co-partners in the industry.”

Sashkin (1944) based on an extensive review of research literature has proposed a model of workers’ participation in management. His model depicted the effects of various participative methods on the performance and productivity of the business organisation. Sashkin’s model of participative management also identified certain contingency factors such as the psychological contingencies, organisational contingencies, and environmental contingencies which determine the effectiveness of various forms of participation.

The First Five Year Plan document in India (1951) emphasised the importance of work committees as a forum for participation. The document further goes on saying that “initially much faith was placed in work committees taking it as a ‘key of industrial relations’, but such committees neither been set up as per requirement, nor have they functioned effectively.”

The idea of labour participation in management got a rapid momentum in India due to
the observations made in the government’s industrial policy resolution of April 1956 and in the document of Second Five Year Plan (1956). As per the resolution, “in a socialist democracy, labour is a partner in the common task of development and should participate in it with enthusiasm”. The Second Plan stated the idea of workers-management relationship in the following words: “A socialist society is built up not merely on monitory incentives, but on ideas of service to society and willingness on the part of the latter to recognise such service. The worker should be made to feel that in his own way he is helping to build up a progressive State. The creation of industrial democracy, therefore, is a pre-requisite for the establishment of a socialist society”.

Robertson and Dennison (1960) has observed that the logic behind participative management is to create an atmosphere where workers and management feel closer to each other and work in unison to further the cause of development and prosperity of the nation. The feeling that factory system led to subordination, regimentation, and rendered workers as mere commodities for sale necessitated the exercise of self-government by those who are engaged in its coil. This underlines the need for workers participation and control in management. Broadly, it is a system of communication and consultation by which employees of an Organisation are kept informed about the affairs of the company and through which they express their opinion and contribute towards management decisions.

Pandit (1962), after conducting a study about the functioning of Joint Management Councils as a forum of participation in four private sector enterprises concluded that both the management and worker representatives lacked the spirit of co-operation which made the talk about the other important factors like the decision-making process, size of the enterprise, the structure etc., rather irrelevant.

The Ministry of Labour and Employment in India (1965), has studied the working of the Joint Management Councils (JMC) in 30 industrial units based on various factors like industrial relations, stability of work force, accidents, production and productivity etc. It was recommended in the report that more stress be laid on workers’ education, involvement of
the middle management personnel and still more on the sharing of information.

A report of the Ministry of Labour and Employment (1966) which contained a study of JMCs in 99 industrial establishments of which 65 in private and 34 in public sector, indicated the limited success of these councils in India.

Kennedy (1966), Subramanian (1966) and Kannappan (1968) have reviewed the overall working of various participatory forums in industrial units at the macro level. Their studies showed that the failure of various forums is due to the prevailing worse industrial relations and suggested that effective collective bargaining is a pre-requisite for the success of any scheme of joint consultation.

Tanic (1969) studied the possibility of participative management in India within the framework of the existing social, economic, political and cultural preconditions necessary for ‘successful partnership participation’, concluded that the main conditions for the success of various schemes of participation like the JMCs did not exist at that time. His observations said that “the actual perspective for the evolution of workers’ participation in India is not favourable because the experiment of workers’ participation in India is not only at the lowest level of evolution but also that workers, unions, employers and the State do not have any real interest in its success.”

Alexander (1972) considered a management to be participative “if it gives scope to workers to influence decision-making process at any level or sphere, if it shares with them some of its managerial prerogatives”. He has brought out the fact that regardless of the extent of workers’ interest in the participative forums, the success or failure of participative management in an Organisation is very much likely to depend on the attitude of management towards it. Favourable attitude leads to institutionalised participative management which may lead to better organisational health and effectiveness. The study examined certain socio-personal characteristics which might influence the workers’ propensity to participate and found that the workers’ interest to participate in management improved with the level of their education. One important finding was that workers having more
favourable attitude towards unionism were comparatively more interested in participating in management and that too through higher forms like, joint decision-making or collective bargaining.

Sheth (1972) has conducted a study to examine the structure and working of the JMC and the overall pattern of union-management relations arising out of it. The study reported that each of the industrial units under study developed its own joint consultative machinery in the context of its environment. The study stressed that the effectiveness of consultative or participative systems is likely to depend on the need for participation felt by employers, managers and workers for their respective goals. The study further pointed out that attention should be laid on the education of management and workers so that the demand for joint consultation emerges from within rather than being super-imposed from above.

Sethi (1973) is of the view that workers by virtue of their labour input, contribute to the development and prosperity of their firm and consequently they have a vital interest in its day-to-day operations. Workers' participation in management enabled workers to have a say in it, if not influence, organisational decisions. Participative management is an organisational concept that refers to all such measures which may be introduced either by the employer, or by legislation, or by collective agreements with the objective of ushering in co-management by the owners or their representatives on the one hand, and the chosen representative of the workmen, on the other, as an adjunct of collective bargaining.

Mankidy (1975) in a research work undertaken to study and analyse the type of participative management in nationalized banks with special reference to board level participation concluded that experiment of participative management through board level representation has given only meager results. Though the objective of participation was to achieve better industrial relations and higher productivity, on account of board level participation there was no improvement in industrial relations and in employees’ feeling that they are being represented, rather the experiment had caused inter-union rivalry.
Pylee (1975) conducted three different studies on participative management in a specified period. The findings were also different. His first study on a private electronics company revealed that the workers do not have faith in participation schemes. The finding of the second study on a public sector aluminum industry was that both the workers and management had belief in the participative councils and there existed a high sense of belonging also. His third study on hospital management indicated that the participative management scheme was successful and employees were satisfied with the scheme.

Pramil (1975) examined the attitude of workers and management towards participative management in 8 public sector units. His findings were that the management attitude towards workers is often legalistic and many managers were still unable to recognise the right of the workers to organise. The management felt that the trade union was acting as their rival organisation. At the same time, the workers also felt that they are not been consulted by the management on issues related to their work.

Walker (1975) has mentioned about the lack of enthusiasm on the part of the workforce and their poor propensity to participate in the managerial decision-making process. For making participative management a reality, ability and skill along with the willingness to participate are quite important. Workers’ propensity to participate depends mainly upon three factors: (i) Attitudes; (ii) Capacities; and (iii) Perceived power.

Bhattacharya (1976) analysed the efforts made in Indian Railways at ensuring participative management on the lines suggested by the Industrial Disputes Act 1947. He observed that in the Railways, there existed a consultative machinery known as Permanent Negotiation Machinery (PNM) which works in three tiers, that is, Railway Board level, Regional level, and when there is disagreement, things can be referred to an ad-hoc Railway Tribunal composed of equal number of representatives of the Railway Administration and Labour presided over by a neutral chairman. Besides PNM, there were JMCs with the representatives of management and workers in different forms such as:

1. Labour Advisory Committee;
2. Hospital Visiting Committee;

3. Canteen Committee;

4. Staff Benefit Committee; and

5. Divisional/Workshop Quarters Committee.

The study found that there was considerable scope for operationalising the concept of workers participation in several spheres in the Railways. The study further observed that in the Railways whenever any rule was changed regarding seniority, recruitment, selection procedure etc., the views of trade unions were always welcomed and decisions taken giving due weightage to such views.

Premraj and Venkitesan (1976) briefly highlighted the attempts made in Bharat Heavy Electricals Limited (BHEL), a major public sector enterprise, to operationalise the scheme of participative management at its Tirupati unit in Andra Pradesh. The study concluded that the labour involvement schemes of BHEL have produced successful results.

Gamji (1977) has studied the theoretical framework of participative management and came out with its various levels of implementation. According to him, workers’ participation at the shop floor level and plant level has to be defined properly and monitored on a concurrent basis. He further held that an analytical approach will go a long way towards effective implementation of workers’ participation in Organisations.

Lavakare (1977) discussed the basic premises of workers’ participation in the Indian context and verified the extent to which they have been actually realised. According to him, participative management is a psychological concept which essentially denotes power equalisation. It emphasis not only the more democratic use of power but also sharing of power. It is a positive recognition that everyone in an Organisation has a contribution to make. Theoretically there is no doubt that it can have a positive effect on inter-personal and inter-group relations in the industry and also on productivity. It is a potent motivational stimulus because it simultaneously fulfills several needs that one carries at work. The desired
outcome of participation cannot be ensured unless certain changes in the environment take place. If industry seeks to practice participative management non-enthusiastically and even mechanically, certain unintended and dysfunctional consequences may follow. The study observed that the management believed in participation machinery as an instrument for increasing production and productivity; however they never thought of assuring fair returns to workers. This seems to have demotivated workers. There was lack of discussion and consultation with workers and trade unions.

Bhattacharya (1978) has observed the bottlenecks towards the operationalisation of participative management. According to him, managers believed that all the business matters are not to be shared with the workers. Even after commencing labour participation in India, the fact remains that the association of workers and managers are limited only to safety measures, welfare activities, technical matters affecting works, canteen matters, sports, etc.

Virmani (1978) has observed that many countries, both developed and developing, have taken steps either through legislation or persuasion to provide participation to workers in management process, the nature and form may differ from country to country owing to different ideological, economic and political factors.

Apte (1978) has illustratively remarked the many of the reasons for failure of various participative forums. He has reported in his study that each time the worker representatives bring the problems of machine faults or quality of raw-materials or of environmental conditions; they are silenced by management representatives who just emphasised on increasing production.

Dholakia (1978) conducted a study in the industrial undertakings in Gujarat to assess the effect of the functioning of various participative forums like the JMCs on productivity, absenteeism, industrial relations and labour turnover. He concluded that various schemes of participation have resulted in increase in production and improvement in employer-employee relationship both at shop-floor level and the unit level as a whole and
reduction in the rate of absenteeism and also increased number of suggestions came for improving the functioning of the enterprise at all levels.

Leberman and Leberman (1978) has made a comparative study of the implementation of various schemes of participative management in two industrial enterprises; one in the private sector and the other in the public sector. The study brought out the positive role that a committed management, an educated workforce and a strong trade union can have on implementing a scheme for participative management. On the other hand, where the management is not positively predisposed towards the philosophy of employee participation, and a strong union is absent, the endeavour to establish shop councils and joint councils appears to be a token gesture to the workers to restrict the workers from any sustained movement towards unionism.

Kumar (1978) after a survey of working of participative forums in ten industrial establishments in Orissa concluded that the lack of willingness on the part of the management to share information with the workers at the workplace led to these forums being utilized as information sharing forums where workers' representatives were putting some questions and getting replies from managements' representatives.

Banerjee (1978) discussed the conceptual as well as operational issues relating to participative management besides briefly reviewing the systems and practices existed in some of the western countries. According to him, the factors necessary for a successful labour participation are the following:

1. Emotional and mental involvement of individuals and groups;
2. Social delegation of managerial powers;
3. Attitude and ability of participants and impact of environment;
4. Management programmes;
5. Consultative supervision;
6. Democratic supervision; and

7. Trade unions’ role in participation.

Warrier (1978) studied the conceptual and theoretical issues relating to participative management in the particular context of India. After discussing the working of existing participative forums in India and abroad, he concluded that healthy trade union practices can go a long way in the successful operationalisation of the concept. Therefore, according to his study, necessary ground work and preparation is essential before the actual practice of participative management in the industrial establishments.

Mahapatra (1978) discussed workers participation adopted by Rourkela Steel Plant in Orissa. There were 68 joint committees then functioning at Rourkela Steel plant and this provided opportunity to 400 members both, from the side of the management and workmen to participate effectively in the management of welfare measures, redressal of grievances, and improving production and productivity. The committees were canteen committee, works committee, central grievance committee, zonal grievance committee, central production Committee, departmental committee, departmental safety committee, general safety committee, joint implementation committee etc. Mahapatra reported that the model adopted by the Rourkela Steel Plant was functioning satisfactorily. However, the study noticed certain shortcomings which included the following:

1. Only recognised unions were represented in the committees.

2. Most of these committees were consultative in character which does not meet the objective of real participation of workers in management.

3. The nature of participation in all these committees was such that it lacks the actual involvement and identification in the affairs of the Organisation due to its circumscribed organisational and administrative procedures.

4. Some of the agreements were not faithfully implemented by the management.
Verma (1978) sought to assess the implementation of the scheme of participative management in the Jabalpur workshop of the Indian Railways. His study has got the conclusion that though, the negotiating machineries have discussed the issues related to productivity but, the frequency of such discussions was too limited. Even these discussions took place due to the initiatives of the trade unions. The study further observed that the Railway management did not take the workers and trade unions into confidence as far as the drafting of various incentive schemes. The joint committees at zonal levels also lack effectiveness.

Prasad and Lallan (1979) evaluated the working of shop councils in three industrial establishments in Delhi, one being in the public sector. The study concluded that better awareness among the employees, regular and smooth conduct of the meetings, and timely follow-up action by management are necessary for the success of shop councils. It recommended that greater efforts to be made for effective communication and generation of respects for the decisions taken by the shop council meetings.

Michael (1979) conducted a study among textile workers in Bombay and it was revealed that the present system of worker participation is accepted neither by workers nor by the management. The author concluded in his report that the workers did not want to share the authority but want to hear and to be heard, implying that there was a need for effective upward communication.

Gupta (1979) examined various forms of industrial democracy operating in public enterprises in India. The study concluded that the paternalistic attitude of the management, multiplicity of trade unions, rigid attitude of both the parties and absence of follow-up measures being taken by the Central and State Governments have resulted in unsatisfactory performance of the schemes of industrial democracy. He noted that, in general, the managements have perceived various schemes of participation as “appendices and not as an integral part of the organisational structure”. It has been a general complaint of the workers that the representatives neither consulted them before attending the meetings of
various participative forums nor did they communicate the decisions of the meetings to the workers.

Arya (1980) made a comprehensive study, taking two large industries with divergent industrial relations, one from South India and another from North India. He investigated the nature and extent, the desire and capacity of workers to participate in the decision-making. Besides, he also studied the attitude of management and trade unions about workers' participation in decision-making. The study revealed that workers' desire for participation was greater where the channels of communication with management through the union were not effective. Also found that workers' involvement was more with management where the workers' representatives to the participative forum was elected rather than nominated by the recognised union.

Azeez (1980) in his empirical study on workers' participation in management came to the conclusion that there was low preference for directorial level form of participative management and a high preference for non-directorial level form of participative management and that the most preferred form was participation at the shop floor level by means of the newly established shop and joint council. He went on to observe that the councils being used by the management to speed up work and to force labour to overwork. He pointed out that nominating one or two worker leaders to the board of management and then taking decisions on the principle of majority would hardly make the functioning of the worker directors effective. If decisions have to be arrived at once on the basis of the principle of majority, there should be equal representation to both workers and management on the board; if it is not possible to give equity in representation, decision-making should be on consensus rather than on majority principle. Participative management is basically therefore an exercise in the distribution of power and authority between labour and management.

Pathak (1980) observed that an essential pre-requisite for successful participative management is the establishment of game free relationship between superior and subordi-
nate. Only when such an 'adult' problem-solving behaviour is encouraged and employees were able to exchange their views frankly and reasonably in decision-making process, the participative efforts will succeed.

In an interesting case study conducted in a small hi-tech plant in Canada, which was bought out by the employees in an agreement with the parent organisation, Long (1982) brought out the centrality of participative mechanisms in realising the positive effects of employee ownership. In spite of the workforce being very enthusiastic about their ownership, highly educated, and the company doing very well, employees’ enthusiasm and actual participation in various forums rapidly declined. The study found that the mere implementation of a variety of simple participation mechanisms will not necessarily produce increased worker influence unless management is willing to integrate these mechanisms into the main stream of organisational decision-making. The study also brought out the significance of employee expectations and when they realised that their raised expectations were not being fulfilled, their participation quickly declined. Moreover, this led workers to even question the ‘fairness’ of the management.

Mamkoottam (1982) based upon the study of a giant private sector unit considered to have a successful and effective joint consultative systems, has attributed its farcial nature to the fact that the union leadership is deeply oligarchic. He concluded that industrial democracy can be brought about only if the trade union which channels participation is governed by democratic principles.

Mohanan (1982) after conducting a research study has concluded that strong unionism, discipline among workers, along with proper incentives from the authorities were the basic ingredients to induce participative behaviour of the workers.

Mannan (1983) conducted a study on the principal actors in the industrial relations system in a large nationalised jute enterprise in Bangladesh. The study was made with an objective of assessing the attitude of the actors in industrial relations system with regard to demand for participation, the conditions necessary for the successful operation of
participative machinery, the perceived objectives of participative managements etc. The study reported about the existence of a strong desire among workers to participate and the joint decision-making model has been identified as the most preferred form of participation by the workers. On contrary, management personnel like to have workers' participation through joint consultation only. The study also reported that all the actors in the industrial relations system preferred participative management with a statutory backing.

Gopal (1984) has mentioned about the Government of India’s constant efforts to popularize various schemes of participative management. “Despite of the ineffectiveness of the working of the joint management councils, the interest in the country towards participative management did not subside.” This was proved by the declaration of the new schemes of the participation in 1975 and 1977 by the Government. The distinct achievement of such schemes was that participation went down to the shop floor and to the rank and file of the workers. However, with regard to the actual functioning of participative forums like shop councils and joint councils, the study concluded that the management on the whole is apathetic, to the functioning of participative forums. The most important fact pointed out by this study was that the two groups, namely, workers and managers stick to their divergent interests during the decision-making process in the meetings. For example, the maximum number of issues raised by the workers in the joint meetings pertains to ‘workers’ welfare’ whereas those raised by the management pertain to ‘production’. Moreover, whereas the workers did raise issues regarding ‘production’, managers never raise any issue of ‘workers welfare’.

Mookherjee (1984) evaluated the functioning of JMCs in 80 industrial units in Gujarat with a special focus on the impact of the functioning of JMCs on important aspects like improvement in production and quality, labour-management relations etc. The study stressed the need for developing training modules with proper design and methodology suitable for both workers’ representatives and managements’ representatives. It revealed that participative forums like JMCs have got only a restricted role of information sharing and consultation and the worker representatives found themselves deprived of adequate
power and authority in compelling management to implement the decisions taken in JMC meetings.

Lall (1984) studied the working of various participative forums in one of the public sector industrial undertakings managed by the Indian Railways. The study pointed out that apart from other factors, absence of genuine bargaining forums also led to the lack of trust between the management and workers, leading to eventual ineffectiveness of the participatory forums.

Sabharwal (1984) studied the working of participative forums in 14 nationalized banks. It has been observed that most of the respondents would like the system of board level representation to continue even though, there is no method to measure the effectiveness of such representations. The study underlined the need for evident participation of branch managers too in management of the banks.

Imaga (1985) sought to analyse the scheme of workers’ participation existed in Nigeria. He selected 8 industrial organisations through purposive sampling method from various parts of Nigeria to cover the entire geographical area. Two sets of questionnaires, one for workers and other for managers were used. The study covered 150 managers and 250 workers. The study also made use of secondary sources such as existing literature and classified documents and reports. It concluded that major objectives and perceived value of participative management were achieved to a good extent in the enterprises studied during the research.

Rath (1985) conducted a study on the working and impact of participative management in Rourkela Steel Plant. He studied the ways that the scheme of participative management is institutionalised, the working of the schemes in terms of frequency of meetings held, recommendations passed and recommendations implemented by the management, and the impact of participative management. The study concluded that the experience of participative management in Rourkela Steel Plant is a reality dispelling the misnomer of myth.
Sahu (1985) undertook a study of ten Organisations, five each in public and private sectors, to identify the important objectives of participative management as perceived by workers, trade-union leaders, management personnel etc., and to identify the desired form of participative management and to assess the existed and desired degree of workers influence in decision making. The study observed that there was a considerable unanimity among the respondents regarding the main objectives of participative management. But, the existed influence of workers in decision making, as perceived by workers and management personnel was found to be rather less. The most desired form of participative management was the joint-committee system at all levels in the Organisation. The study concluded that absence of supportive climate in the Organisations, poor communication channels, managerial styles etc. were the major barriers to participative management in India. The other important barriers underlined by him were the lack of competence of workers and the lack of competence of management personnel to carry out participative management techniques plus the lack of sincerity on the part of the Central and State Governments.

Narain (1986) has observed that the failure of participative approach of management in India was basically due to management’s lack of faith in workers’ participation in management. According to him, Indian workers were also in general are neither competent nor interested in participative management. Alienation may be one of the causes of this attitude of the workers towards participative management. Nevertheless, the success of participative management depends ‘interalia’ mainly on two important factors, firstly, the participative disposition of management and secondly, the effectiveness of the framework of participation. The participative predisposition of the managers assumed greater importance, as in most of the democratic countries economic enterprises were dominated by the management. This phenomenon was inherent in the system of management which was based on management -labour dichotomy. Therefore, the management should make efforts to involve workers in decision-making which seemed to be the basic management practice in countries like Japan.
Dandekar (1987) observed that “the workers’ management, under pressure from the rank and file, tends to maximise take-home pays and profit”. According to the study, a model of participative management controlled by the workers can have some defects that workers as controlling agents may prefer short-run self-oriented objectives such as growth in remuneration, welfare and other such facilities to vital long-run objective of reinvestment, etc.

Isamdh (1988) conducted a study on participative management practices in Nigeria and observed the following facts:

1. Employee participation was largely restricted to collective bargaining and consultation. No other form of participation was evolved or introduced.
2. Issues discussed under joint consultation and negotiated under collective bargaining were primarily matters affecting welfare of workers.
3. Government and private employers and mangers were largely negative towards increased democracy at work.

The study concluded that in Nigeria, democracy in the work place is minimal. Workers contribute very little into managerial decision making. Strategic decisions directly affecting the workers were made almost exclusively by management. This work environment has spawned a managerial philosophy that regarded complete control by management as prerequisite for efficiency. The study traced the reasons for this state of affairs to the political atmosphere of Nigeria. If democracy was limited in the work place, a major reason for it would be that democracy at the societal levels was also limited.

Pandy (1989) in his study on human resources management in the Tata Iron and Steel Company attempted to cover its selection, recruitment, and personnel policies, collective bargaining, industrial relations situation, communication, grievance procedure, participative management etc. The study was able to observe involvement of workers in the form of suggestions, information sharing etc.
Furubotn (1989) argued that 'co-determination', the form participative management in Germany is, fundamentally, a type of corporate governance mechanism that may, or may not have useful application in promoting economic efficiency and social welfare. The study emphasised that, whether, labour participation has contributed to improvement must always be assessed in the context of a specific organisational situation. There is no universally valid model of co-determination or any other form of participation, the study concluded.

Bhatnagar (1989), based upon a survey conducted in two organisations, attempted at studying participatory desire among employees. It concluded that employees did have desire for participation but they were not desiring the same extent of participation for all kinds of decisions implying that different forms and degrees of participation were demanded for different decision categories. One important finding of the study was that a majority of the respondents showed "a desire for upward sharing of power, there was reluctance about horizontal or downward sharing."

Ramesh and Rao (1990) studied the participative management in Visakhapatnam Port Trust. Their study covered the levels suitable to the effective performance of the participative management, evaluated the working of the participative management in terms of objectives and identified the gaps between the objectives and practice relating to the scheme of participative management.

Boissoneau and Pherson (1991) observed that employee participation and involvement were at the leading edge of management thinking. They further stated that although, employee participation had been a major issue in management for many years, the emphasis was still on traditional quantitative subjects of accounting, finance, statistics, and systems engineering rather than on qualitative or behavioural aspects of management which will improve the functioning of an organisation in the long run.

Nanjundappa (1991) has observed that the combined knowledge of both labour and management may be more useful as the 'engine of growth'. The fact that workers share
the authority did not mean that management loses it. He held the view that there should be joint consultation and workers and technicians should wherever possible be associated progressively in management. Employee ownership should form a major component of a scheme of participative management if there is to be stable industrial relations, for sustained development.

Shukla and Shukla (1991) discussed the issues relating to statutory and non-statutory aspects of workers participation. The study argued that the statute alone will not be sufficient to make participative management effective. Attitudinal changes should be created among the workers and management. There was also a need for clarity as to the nature of participation.

Lal (1991) sought to highlight participative management in its experimental stage in the banking sector with particular reference to State Bank of India (SBI). Education, training and employee involvement were discussed along with the concept, philosophy and operational issues. The study found that better industrial relations and involvement from within is very much present in enlightened trade unions of nationalized banks and particularly SBI. The study observed that the ‘Quality Circles’ in the Bhopal circle of SBI is functioning successfully and have contributed to increase in productivity of the unit in qualitative terms but has also proved to be a lubricant of harmonious industrial relations there.

Milner and Richards (1991) examined the relationship between the size of the business unit and nature of labour participation. They found that the deployment of ‘employee-involvement’ techniques significantly increased in workplaces with over 200 employees. Larger workplaces can derive the economies of scale and greater potential advantage from labour participation techniques.

Schwartz (1991) has pointed out the relationship between participative management and absenteeism and between work autonomy and labour turnover. The study has identified participative management as an effective tool in preventing labour absenteeism and turnover.
Schrubb (1992), in a study conducted in Good Samaritan Hospital in Ohio, United States, has found that the workers’ participation through self-managed team has produced new levels of productivity, commitment among workers, and optimism about the meeting of the challenges of competition.

Pushpa (1993) suggested certain policy measures to improve the motivation and morale of industrial workers and make them more involved in the organisational affairs. The practice of granting promotion on the basis of seniority only should be stopped as even incapable workers are assured of promotions. The concept of one industry-one union should be promoted. The study emphasised the need for setting up of the Japanese system of ‘Quality Circles’ in the industries of Kerala to discuss various work related issues in the Organisation and make workers more involved in its decision-making affairs.

The international research group on industrial democracy in Europe (1993) had conducted a replication of a 1975-1976 study on industrial democracy with the same set of firms in Europe and Israel ten years later. In their second study, discussed the distribution of influence at all levels of Organisation within the firm, its antecedents, and consequences. The study explored whether there were changes in the external and formal influence and power structures and in the extent of participative behaviour inside Organisations; examined the factors affecting patterns of influence distribution in Organisations; and considered whether the previous findings of a positive relationship between formal power structures and defacto participation was still true in the late 1980s. Both studies examined the influence in various decisions, including short-term operational, mainly shop-floor issues, as well as long-term strategic decisions as revealed by the responses of key senior management and trade union personnel within each of the 72 companies that were involved in the study and came out with findings that have strategic relevance for future research and frame industrial relations policy.

Bhattacharya (1993) analysed the operation of the concept of workers participation in two Organisations; one in the public sector and the other in the private sector. For the pri-
vate sector unit, the study was mainly based on information sharing with personnel officers and union representatives. The study of public sector unit was based on a detailed analysis of minutes of various participative forums and structured interviews with the employees’ representatives. In the case of both sample factories, the participative management has in no way helped workers and employees to ensure quick redressal of their grievances, even of a minor nature. In both the cases, the reason was primarily attributed to the multi-tier hierarchical forums. For the first factory unit selected from the public sector, decisions being ultimately concurred by their headquarters, undue delay in implementation add to workers’ frustration. For the second sample unit representing the private sector, such participate philosophy gets seriously impeded for obvious reluctance of management to share all information taking the workers into confidence. The study showed that without infusing structural changes, workers participation will not be successful.

Porter (1994) examined participative management and job satisfaction among community college librarians in the United States. As community college librarians face increasing demands for new services related to the information technology revolution and for expanded instruction to students needing informational retrieval skills, they also face pressures to provide these services within budgetary constraints. The study examined the role played by participative management in contributing to job satisfaction among these librarians. Literature was reviewed showing how participative management contributes to the satisfaction of psychological, social, and self-fulfillment needs described Maslow and Herzberg. The function of participative management was also noted in the human relations theory of management, contingency management theory, and the Total Quality Management model of management. The study confirmed that there was statistical evidence of a moderate correlation between participative management and job satisfaction.

Workinger (1994) examined the key elements which contribute to organisational resistance to employee involvement and participative management in creating high involvement Organisations. The findings indicated that there was a statistically significant difference between different age groups and their resistance to employee involvement. Similarly
employees differ in their length of service also with regard to involvement in managerial
decision-making.

Swearingen (1995) studied the relationship between participative management and
productivity. The purpose of the study was to determine the style of management to be
used by different office furniture manufacturers and whether or not a participative style of
management affected organisational productivity. The study has found that Organisations
that use a participative style of management are smaller in size than Organisations that
use a rigid style of management. An analysis of the difference between the responses by
females and males within the same Organisation showed that females, in Organisations
where a female was the top executive, responded in nearly the same manner as their male
counterparts. Females in Organisations where males were in the top executive positions
gave responses that were substantially different than their male peers.

Baksh (1995) carried out a study to explore the link between participative management
and job attitudes in Organisations. To explore the relationship, if any, between participation
in organisational decision-making and job attitudes, comprehensive questionnaires cover-
ing the seven job attitudes and nine participative management programmes including Au-
tonomous Work Groups, Joint Consultation, Management by Objective, Total Quality Man-
agement, Quality Circles, Quality of Work Life, Work Design, and Problem Solving Teams.
Statistically significant relationship was found between participative programmes and or-
ganisational commitment. However, the relationship between participative programmes
and job satisfaction, job involvement, satisfaction with opportunities for growth, and sat-
isfaction with supervision were statistically insignificant. These findings indicated that the
claim often made that participative management increases the level of job satisfaction is
unsubstantiated and must not be blindly accepted. The study suggested that the success
of participative management programmes is a function of the extent to which there is an
organisational climate conducive to employee participation in decisions. The participative
management has to be integrated with the culture of the Organisation and provide the
basis of its ethos, behavioural norms, and values.
Papoulias and Lioukas (1995) attempted to evaluate the employee and social-group participation in the management of public sector enterprises, using evidence from a scheme introduced in seven public utilities in Greece. Study described the institutional background and the formal directives through which this participation scheme was implemented and also assessed its effects. Difficulties arising from the wider political and administrative environment were also discussed. The study observed the reasons for the disfunctioning of the scheme as the structure of the scheme itself, negligence of existing experience and tradition within the enterprises, and failure to associate participation with modernization. It also provided suggestions for the implementation of more effective participative management in the future.

Gianaris (1996) examined the changes and modernization of capitalism through privatization, the share economy, and industrial democracy. The study discussed matters like privatization in developed market economies, privatization in ex-planned and planned economies, privatization in developing countries, labour-management relations and industrial capitalism, the trend towards employee ownership and participation etc.

Wever et al. (1996) examined the case of labour-management partnership in the United States of America. In the United States, as in other advanced industrial countries, worker participation in management has taken on increasing importance, placing pressures on employers and unions to change their strategy to deal with employees/members, and with each other. The study examined two of the most impressive cases in the United States; the partnerships between general motors and the United Autoworkers Union and between BellSouth and the Communication Workers Union. The study outlined the evolution and the basic features of these innovations and highlighted certain ongoing operational problems. These problems have made the parties to come out with more amicable employment relations in the United States. Both the cases have illustrated the vast potential for labour-management partnerships as well as the dampening effect of the employment relations context in the United States.
Sholhead (1997) has conducted a study to observe the relationship between participative management and job satisfaction in a department of defence environment. The purpose of the research was to determine whether greater employee job satisfaction is linked to participative management. The study proved that a good relationship exist between participative management and job satisfaction of the employees. The overall job satisfaction of employees who have managers who use a high degree of participative management is significantly higher than employees who have managers who use less participative management. Management involvement in defining and clarifying the tasks and duties of the employees is the element of participative management that produces the greatest difference on the job satisfaction of employees at the workplace, but the degree to which managers share the information with their employees and the degree to which they involve them in work related issues also has a significant impact on their job satisfaction. Participative management also has a significant impact on employees satisfaction due to their promotion opportunities. The study showed that participative management is a tool that has great potential for increasing the job satisfaction and productivity of employees.

Brigid and Bechtold (1997) explored how organisational culture was created and its impact in industry and studied how inclusion and participation become the cultural norms in an Organisation. The studies found that there should be a change in the fundamental assumptions about human nature, organisational philosophy, and business strategy to self-organisations. Only then participation will work effectively.

McCartin (1997) has made a narrative, rooted both in the workplace and the political arena, of the struggle for industrial democracy in America over the period 1912-1921. The study explored the then political context, describing how an influential coalition of labour democrats, trade unions, and left-wing progressives succeeded in injecting the issue of industrial democracy into American politics prior to World War I. The study explored how the wartime labour crisis of 1917 sharpened demands for the democratisation of the workplace and precipitated a struggle among Taylorist efficiency experts, trade unions, and union militants over the vision of democracy that ought to prevail in industry. It examined
how the intervention by the Federal Government in wartime workplaces transformed industrial relations, weakened ‘authoritarian’ management and created opportunities for trade union leaders and labour militants alike to advance their own visions in the workplace.

Kardas (1997) reviewed the employee ownership and workplace safety of firms in Washington State and Canada. It also discussed about the economic performance of employee-owned companies in relation to their competitors. The research has cautioned not to assume an equation between employee ownership and high levels of worker participation. The study concluded with certain requirements to successfully change company practices so that safer workplaces can be created with employee co-operation.

Sefton (1999) has conducted a quantitative study incorporating the views of both management and non-management with regard to the relationship between employee participation and their job satisfaction, communication satisfaction, organisational commitment, etc. The findings revealed that employees who work for an Organisation which supports employee participation scored mean values above the mid-point on indices of job satisfaction, communication satisfaction, and organisational commitment. However, there were significant differences in opinion of management and non-management employees and no significant difference was found by gender or years of work experience.

Nico (1999) studied the relationship between labour involvement in decision-making and the employees’ intrinsic desire to contribute more to improve their professional services. Labour involvement has lead to commitment among employees and reduced the need for external monitoring mechanisms. Committed employees need less supervision to control their behaviour and they will strengthen the Organisation’s image among the customers and society.

Sopachitwattana (1999) examined the effects of participative management and cultural values on organisational commitment for American expatriates and Thai managers in Thailand. It was found that there were significant differences between American expatriates and Thai managers in the levels of continuance and normative commitment. Partici-
participative management and power distance were significantly related to affective commitment; participative management and long-term orientation were significantly related to continuance commitment; and power distance was significantly related to normative commitment for multinational company’s managers in Thailand.

Sankar (2000) has examined the working of the principles and practice of human resource management in the Apollo Hospitals. The study revealed that many innovative human resource practices including labour involvement in managerial decision-making helped Apollo to develop as a world class institution. The effective quality systems supported by the highly qualified and motivated personnel have created an ideal working environment in the institution.

Frost (2000) conducted a study to relate the existence of trade unions at workplace and labour participation at work. He argued that the presence of trade unions influenced managers’ willingness to introduce participative management structures and employee involvement programmes. Some unions have historically being suspicious of employer motive and intent behind the introduction of employee involvement programmes as an expression of management’s neo-unitarist ideology. It was believed that such practices were inter alia, intended to promote a union-free environment or otherwise weaken the influence of unions where they existed. The study acknowledged that the use of these practices may actually reflect a deliberate attempt on management’s part, to further limit the influence and control of the union over their workforce.

Han and Chiu (2000) has made a comparative study of industrial democracy and institutional environments in Germany and Taiwan. Facing economic liberalization and industrial restructuring since the mid-1980s, Taiwan’s labour has been advocating the idea of industrial democracy. The German co-determination system has been admired as a model to emulate by some of Taiwan’s labour activists. Although the demand for workplace democracy in Taiwan seems to be promising; recent economic pressures and political democratisation, the future realisation of this notion remains in doubt due to the lack
of complementary institutional environments in which the German co-determination system is embedded. The study identified seven key institutional factors affecting the making of industrial democracy, which consists of cultural values and ideologies, labour power, strategies of capital, the role of the State, the legal system, participatory structures, and labour education. Using a historical comparative approach, the study focused on comparing the differences in these institutional factors and explaining the relative effectiveness of the realisation of industrial democracy between Taiwan and Germany.

Wimalasiri and Kouzmin (2000) asserted that employers’ perception of the outcomes of various types of participation was an important factor to influence their willingness to introduce workers’ participation. The study ascribed the increasing popularity of the most employee involvement programmes to the wide variety of benefits that they offer employers such as improved performance and productivity, lower costs, motivation, increased morale and job satisfaction, reduction in conflicts, industrial peace and stability, etc. Direct participation in work-related decisions was found to increase organisational performance and productivity, whereas indirect participative practices had positive effects on job satisfaction and reduction in industrial conflict.

Goodijk (2000) analysed the possible role and responsibility of workers in the process of strategic decision-making at the corporate level especially in the Netherlands where the ‘works council’ has achieved a certain degree of maturity in the last decade. He argued for considering workers also as equal stakeholders and partners in decision-making. The study concluded with practical suggestions for the improvement of the position of workers’ participation in corporate governance.

Karan and Sarkar (2000) studied the labour flexibility and industrial relations in the manufacturing sector in India. It observed that growing flexibility in Indian industries has put the Industrial Relations System (IRS) in India in complete disarray. De-unionisation of firm, retreating of State from IRS arena, weakening of collective bargaining, fall of industrial democracy, etc. have been the features of new industrial environment. This is reflected
by low intensity of unionised firms and form of protests other than strikes etc. Although, States ruled by left political parties ideologically committed to the workers interest, have been able to put some restrain over the growing pace of flexibility, yet, there has been all around increase in flexibility. Any study on industrial relations, hence, should accept this as reality and then seek ways that would induce conducive industrial climate in the era of growing labour flexibility.

Lee (2001) mentioned the importance of team work and urged the need of strengthening team function in an Organisation. He observed that the co-operative behaviour among the employees is an outcome of their professional and organisational commitment and will go a long way in promoting the participative nature of the Organisation.

Marin Garcia (2001) has studied the participative management in Spanish large industrial companies. He observed that a considerable amount of companies has opted for introducing procedures that are aimed towards workers participation. The study identified those programmes and procedures that are associated to participative management, industrial democracy, and co-operativism. It identified the relationships existing among participation programmes and also the situations in which participative companies will most probably be found. A comparison was also made of the Spanish situation with that of the large companies in the United States.

Poole et al. (2001) has attempted to analyse recent developments in industrial democracy in a comparative perspective. For the study, they selected the period from the mid-1980s onward, and four countries, namely, The United States, Germany, United Kingdom, and Australia were targeted for systematic examination. Developments in both indirect and direct participation are explained on the basis of elements in the models they have constructed. Three particularly strong conclusions emerged. First, there are clearly a number of common forces that have affected developments in each country, but the precise forms of employee participation that have emerged vary in many key respects. Second, organisational changes at the level of the firm appear to be particularly important in the recent
period. And finally, the very complex factors that were observed reinforce the theoretical arguments of the importance of a complex multivariate approach with regard to labour participation in management.

Morgan (2001) studied how the concept of labour participation has been analysed by anthropologists and other social scientists and policy makers and how to operationalise, implement, and measure the levels of participation. The study observed that the complexities of participation are better understood today and the possibilities for pragmatic compromise are more widely accepted by a generation of Planners, Practitioners, and Analysts.

Sobo and Sadler (2002) mentioned about their project conducted in an enterprise at Santiago, Chile, to improve the morale of employees by fostering constructive expression of dissatisfaction and innovative ideas to senior executives, in the context of employee leadership council meetings. A project survey indicated that 3/5 of the employees had low motivation and 2/3 felt that there was no interdepartmental communication. There was significant depression, anxiety, emotional exhaustion, job insecurity and deterioration in team work, and lack of clarity in roles, among paramedical staff that led to dissatisfaction in other occupational groups. Through monthly employee leadership council meetings, the employees views and suggestions were incorporated in the management process, and within one year, employees’ satisfaction doubled and, open, honest, and direct communication improved by 50 per cent. The senior leadership team was able to make sound decisions with the whole-hearted support of the employees and 90 per cent employees recommended that their institution is a good place to work. The study also revealed the significant increase in the productivity level of the institution also.

Markey et al. (2002) observed that the communication practices and information sharing relationships between unions and employers as well as between employers and their employees constitute an important ingredient in the creation of an environment of trust and confidence. They were vital to the practice of genuine collaboration and the development
of meaningful participation. Effective participation was the result of effective communication between management and employees, preferably involving a two-way communication flow. Relevant information is required as needed for adequate decision-making and to build employee confidence in the management system, so managers' attitudes to secrecy and prerogative must change. The range and type of communication media, access to participative structures, the degree of involvement of workers, the breadth of issues over which employees were consulted and the extent of their influence are additional dimensions to which careful attention must be paid.

Praanikar and Gregoric (2002) discussed the influence of the different forms of participative management on the power of the management and experts in carrying out the restructuring of the Slovenian firms. The firms with the strongest influence of the management and the experts resulted to be more successful in developing the strategic way of thinking, to have clearer and more defined strategies and goals and to adapt better to the international competition. They further confirmed that the management and experts' power is negatively correlated with the percentage of the workers' representatives on the Supervisory Board.

Gutierrez and Carlos (2002) examined the positive effects of worker participation on the productivity of business organisations. This evidence is conformed, under certain conditions, by the motivational, industrial, and business relations paradigms. The study significantly mentioned the ‘O’ theory of industrial relations. Otherwise called as the Ownership theory, it emphasis on the need to provide labour with access to ownership, together with a policy of participative management which improves the quality of decision-making of the Organisation and will have an implication on the destiny of the Organisation.

Kandathil and Varman (2002) outlined the contradictions and issues involved in the process of employee participation in their work as well as in other organisational issues, in a workers’ owned jute mill in West Bengal, India. The study showed that even in the best of preconditions, workers’ participation is still only an evolving process, that too, waxing
and waning and replete with uncertainties, which qualifies participation to a fine balancing act. Even when participation was set within the boundaries of political wrangles and hierarchical structure of the Organisation, it moves beyond the institutionalised mechanisms. Workers' involvement were seen to be contingent upon the feeling that the information that workers feel critical is being shared. But, while management looks at information sharing as an instrumental issue in bargaining and eliciting involvement, for employees it was an issue of trust.

Wagan and Rondeau (2002) conducted a study among the union leaders of a health care business organisation in Canada, regarding the co-operative labour-management relations and found that labour-management co-operation in the form of joint labour management committees has been adopted in many health care workplaces which augmented workplace performance.

Cabrera et al. (2003) examined the impact of several organisation-based factors on consultative and delegative participation and found that organisational size is positively associated with the use of employee involvement practices. Size and participation were positively related as larger business organisations were likely to introduce more innovative and participative practices compared with smaller organisations. The study further found that the service sector business organisations like those engaged in the hospitality and tourism services practiced significantly higher levels of employee participation than firms in the manufacturing sector. One rationale was that service quality was contingent on employee satisfaction, and participation was believed to influence high job satisfaction. Another was that employees' job roles required the making of sensible and timely decisions, they experience more frequent and direct contact with customers, and were responsible for meeting a variety of customer needs and demands. Hence, the existence of participative practices or the willingness to introduce such systems can be argued to be a function of the type of industry in which the Organisation operated.

Chen (2003) discussed the concept of participative management at the workplace in
the People’s Republic of China. The workers’ involvement in managerial decision-making for the protection of their health and safety through trade union and Staff and Workers’ Representative Congress has been empirically analysed. The study observed that the impact of both the organs have declined with industrial economic reforms. Since workers are directly involved in the labour process, they were the ones most familiar with health and safety hazards in the workplace, so their participation in identifying hazards and implementing hazard reduction and elimination was essential to the establishment of a safe workplace.

Schroter (2004) has reviewed the development of the concept of ‘worker participation’ in Europe and in the United States showing their major differences. In Europe, with some variations among countries, worker participation was conceived more as a political tool for industrial democracy and for social justice, besides as an enhancement of the decision power of employees. In contrast, in the United State, this concept evolved more in an instrument for material and individualistic aims, connecting it to payment, and then as a management tool. The evolution of worker participation is analysed in different historical phases showing how in Europe it became important when left political parties and movements were strong, while in the United States entrepreneurs made its fortune using it to undermine the power of worker’s movement.

Bhat and Maheswari (2005) examined the human resource challenges in business organisations. A major findings of the study has been that most respondents express their desire to assume greater levels of responsibilities and expect more transparency and involvement in manpower planning and development of the people. The study called for labour involvement at various stages of decision-making in an Organisation right from the idea generation stage.

Michie and Sheehan (2005) observed that there was an important relationship between business strategy, the use of participative management practices, and industrial relations systems, practices and outcomes. Types of strategy that have implications for
the use of employee participation systems were differentiation and cost leadership strategies. The former focused on quality improvement and creating products that are unique and innovative, whereas the latter focused on cost efficiency and leadership.

Deutsch (2005) gave a profile of the development in the field of worker participation and economic and industrial democracy within an international framework. The study discussed shifts in governmental and private policies and strategic approaches including union approaches and worker training efforts and their impact on employee participation in management.

Rosen et al. (2005) presented an equity model of management in which employees are shareholders working in an equitable environment, and described how such a model can transform a company, enabling it to outperform competitors. The study was based on an experiment conducted in a company which pioneered this approach. It also reviewed the history of employee ownership and participative management and explored how a variety of companies have begun with employee ownership and have gone to create a new and more effective way of running a business.

Nurse and Devonish (2006) studied the impact of several work related factors on participation practices and willingness of employers to introduce participation at work in Barbados. The study observed that organisational size, industrial origin and union presence were not significant determinants of current participation practices. A cost reduction strategy was found to be negatively associated with current participation governing management of people but was positively related to willingness to introduce indirect forms of participation. Innovation based strategies were positively related to willingness to introduce current participation regarding the management of people, and union presence was a determinant of willingness to introduce direct participation. Positive relationships were found between a strategy based on quality and worker-management relations as well as between an innovation strategy and union-management relations. Positive participation outcomes were also associated with direct participation. Union-management relations
and worker-management relations did not influence participation at work.

Vijaya Prabha (2007) conducted a study about participative management in the health care sector of Kerala and observed that there were no small or medium size medical institutions executing participative management through the constitution of committees and councils. Informative participation was dominant in small and medium size hospitals while consultative participation dominated in large units. The study suggested a three-tier participative model with work committees at the grass root level, inter departmental committees at the middle level, and joint management committee at the top level in health care institutions.

Noah (2008) conducted an investigation of the existing level of worker participation in management decision-making within the Nigerian work environment. The study involved a survey in which a total of 227 non-management employees drawn from two work organisations in Lagos attended. The results showed that employees in both Organisations demonstrate a high interest in participation in the decision-making process within their respective workplaces. It was observed that there was significant relationship between education and age of the employees and employees’ involvement in decision-making as well as between frequency of employees’ consultation and their organisational commitment. The study revealed a growing desire of non-management employees in the Nigerian work environment to exercise greater involvement in the decision-making process of their enterprises.

Compa (2008) has analysed the new openings made available to the labour in the United States through International Human Rights Standards based on industrial democracy. Most trade unionists were oblivious to international human rights movement in the last half of the twentieth century. In the late 1990s, labour and human rights advocates came together to reframe workers’ collective action as a human rights mission rather than a self-interested syndical action. A labour-human rights alliance built a wide-ranging discourse of workers’ rights as human rights.

Zekic and Canjuga (2008) presented participative management as a model for en-
entrepreneurial development of the Croatian economy. In the contemporary globalised environment, economic development is driven by innovations. However, these revolutionary ideas are insufficiently recognised by the Croatian scientific circles and therefore, not enough is done to develop instruments that would ensure their effective exploitation. Investing into intellectual capital, rather than into material capital, has become the crucial factor in creating competitiveness. Participative management, founded on a joint ownership of both the material and intellectual capital should serve as a basis for creating a model of contemporary entrepreneurial development of the Croatian economy.

Walt (2008) examined the contribution of ‘workplace forums’ towards the practice of participative management in South Africa. The study gathered the perceptions of management representatives regarding the reasons for the establishment, the process of establishment, as well as the functioning of workplace forums (WPF) in their respective Organisations. The results indicated that WPF have contributed to workers’ participation in a big way. The study recommended that management should create a climate in which more WPF can be established.

The available literature therefore suggested a strong case for a fresh look at the whole concept by an in-depth study on the status of participative management in the post-Liberalisation era.

2.3 Rationale of the Present Study

There were no studies to identify the factors contributing to the effectiveness of employee participation in management in the industrial sector of Kerala. And there is no study on comparative analysis of effectiveness of Central public sector, State public sector, Private sector, and Co-operative sector industrial units with regard to employee participation. While some of the studies placed greater emphasis on macro level analysis of formal participative systems and structures, other studies limited their scope to a particular form of participative scheme. Consequently the effectiveness of participative management was not studied in a meaningful manner as it exists today.
Hence, it is felt that there is a greater need for a study of the effectiveness of participative management in Kerala, taking its industrial sector as a whole. On the basis of an extensive survey and review of literature mentioned above, the researcher has identified a knowledge gap which in turn constituted a solid base for the present study.

References


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Chapter 2. Participative Management: A General Review of Research and Literature


