CHAPTER - 09
FORMS OF PARTICIPATION
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In organized sectors of human activities, participation of people in are as which are of vital concern to them is not a new phenomenon, as a matter of fact the concept of participation embodies within itself relentless effort of mankind throughout history to seek meaningful interaction with people with whom they work and to enhance the sense being in control of their immediate environments.

In India, various participative mechanisms have evolved, nurtured and strengthened to inculcate a sense of involvement among employees in their spheres of work so as to generate positive commitment and legitimate productive pursuits. These are at least four types of participation that can be developed at enterprise level so as to provide opportunities to all levels of employees to get involved in issue and are as that affect their work and lives.

These can be categorized as: information sharing, consultative, joints decision-making and self-managing groups.

*Given table represents the various types of Participation.*

<table>
<thead>
<tr>
<th>Type</th>
<th>Level</th>
<th>Means</th>
<th>Scope</th>
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</thead>
<tbody>
<tr>
<td>1)</td>
<td>Information</td>
<td>Communication, meetings, newsletter, suggestion selume etc.</td>
<td>Information about policies changes etc.</td>
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</table>
2) Consultation Enterprise/Plant/shop-floor level Works Committees, shop-floor, plant, councils, joint management council

3) Joint decision making Board/Plant/shop level Representation at board, plant and shop level decision-making Work related issues bodies

4) Self-management Enterprise wide Same mentioned as above All strategic, policy and operational issues

The scheme of workers participation in management was introduced in Indian industries in these forms: the works committees (1947), the joint management councils, (1958), and worker's representative on the Board of Management of some private and public sector enterprises, including industrial organizations and nationalized banks (the Management and Miscellaneous Scheme of 1970).

Since July 1975, a two-tier participation model the shop council at the shop level and the joint council at the shop level and the joint council at the enterprise level has been introduced. "This scheme envisages the participation of workers in the decision making process bearing on matters relating to the production, working conditions and welfare."
As far as concerned form of participation in Indogulf all participate in Indogulf all participate in management programmes.

Areas in which workers participate in management are as under-

1) Canteen Committee
2) Safety Committee

In each committee these are a members. Members are from management side & to represent the workers. There is no provision of workers participation in management at higher level.

EMPLOYEES’ SUGGESTION SCHEME: -

Frequently in the daily performances of their job employees have bright ideas about the ways in which things should be done. If employees are given an opportunity to experts their ideas the enterprise and the management can gain a lot. Such ideas may release to better methods of work, better techniques, improvement in designing machines and tools, improvement of quality and reduction of waste etc.

The management’s recognition of workers, contribution creates in them a sense of participation and help in improving the industrial relations climate. Their interest in work and the affairs of the company is also increased.

Suggestion schemes have been successfully adopted by many undertakings in India under which employees are given cash awards for the unfurl suggestions made by them.

The main objective of the suggestion scheme is –

1) To encourage employees to think constructively and submit ideas that will aid in progress, efficiency, economy etc.
2) To give proper recognition to employees.
3) To assure fair investigation.

4) To improve employees morale. For meeting aforesaid objectives, suggestion boxes have been installed in the departments and the contributors to useful ideas are awarded prizes.

As far as concerned in the case of Indogulf there is also employee’s suggestion scheme. In Indogulf there is format for employee’s suggestion, which is provided to all the employees of Indogulf.

There is an evaluation committee, which work twice in a week that is on Tuesday and Friday. Evaluation Committee includes eight members and evaluates the various suggestions of employees. Accepted suggestion awarded monetarily.

There are two types of monetary benefits, which are provided to the employees.

These benefits are tangible and intangible. In tangible benefit there is a fixed amount of Rs. 25, which an employee get as a token of reward.

Through official communication it make clear acceptance or rejectance of their suggestion. From the data received it is clear that in the year 2005-06, 878 valuable suggestions received from employees. In the year 2006-07 it was 826 and in the year 2007-08 it was 300.

This shows that Indogulf is making an effort to get valuable suggestions from their employees and they are working according to improve for the best efficiency of the organization.
EMPLOYEE INVOLVEMENT CONTINUOUS IMPROVEMENT

EMPLOYEE SUGGESTIONS RECEIVED

Note: Data for the year 2007 – 08 is upto September, 2007
WORKERS REPRESENTATION: - This case for workers representation on the Board of Directors of Indian Industries in particular is advocated on various grounds.

1) It will strengthen the foundations of industrial democracy.
2) Workers will have a sense of the Board lays emphasis on the representative are placed at the top level of the management.
3) The concept of responsibility of the Board lays emphasis on the representation of group interest on the Board and workers given an important group in this context.
4) Workers representation on the Board will facilitate the availability of workers special experience and knowledge to the Board helping it in taking realistic and reasonable decisions relating to personnel policies &
5) The workers representations will be in a position to know the actual position of the company’s affairs by getting access to various books and records of the company and by taking part in the deliberations of the meeting of the Board of Directors.

The Govt. has not yet decided in favour of the workers representation on the Board. However the Sachar Committee (1977) recommended the appointment of worker-directors in all companies employing 1000 or more person’s the representative being chosen through secret ballot with cumulative voting right for a period of 3 years. It also observed that the scheme would be legally binding on all such companies where 51% of the workers of the enterprise based on a secret ballot under the supervision of the labour department of the state concerned vote in the favour of Board representation. The Committee however did not mention the proportion of workers-directors, as it
would require more detailed consultations with companies and trade unions. Even before the Ravindra Verma committee recommendation on November 26, 1971 Shri R.K. Khadilkar the tenth Minister of Labour had declared in Rajya Sabha that the Govt. derives to appoint workers representatives on the Board of Directors.

As a consequence of this, the worker-director was appointed in Hindustan Antibiotic Ltd. Pimpri in 1973 and Hindustan Organic Chemicals Ltd. in Kotaban in 1974. Before this the Sindri Fertilizers, Hindustan Cables, Hindustan Shipyards Indian Airlines Corporations had tried this experiment at their own initiative but it failed due to multiplicity of unions and interunion rivalry. So, far workers participation in equity sharing is concerned, the Krishna Menan Committee (1959) recommended worker's participation not only in the management but also in the ownership as shareholders.

In the Board of Indogulf a part time labour director works. However one complaints about these representatives has been that while appointing labour leader, the Govt. prefers those belonging to the labour wing of the ruling party.

Thus we may conclude that in the Indian Industries including the Indogulf the role of the J.C.M. at the Indogulf is worth appreciating.

The staff council which partly seems the purpose of the works committee can't take the place of the works committee while the Employees Suggestion Scheme one of the forms of industrial democracy has been successful in most of the industries, the experiments in the bipartits forums either on the form of works committees and its sub committee on the JCMS have proved to be a failure in India in the recent years.
REFERENCES:


