CHAPTER VI

WORKER’S PARTICIPATION IN MANAGEMENT

The concept of workers’ participation in management crystallises the concept of Industrial Democracy, and indicates an attempt on the part of an employer to build his employees into a team which work towards the realisation of a common objective.¹

According to Davis, "It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities in them."² Within the orbit of this definition, a continuum, of men management relationship can be conceived:

Workers’ Control → Joint Management → Joint Consultation
Work Place Consultation → Management Supremacy

In this continuum, workers’ control represents one extreme which suggests concentration of all powers in workers, and management supremacy represents the other extreme, which implies a zealous defence of managerial perogatives.³

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"Workers' participation in management is a resounding phrase, bridging the past and the future. It echoes the millennial vision of nineteenth century thinkers while heralding the evolution of new forms of industrial organisation under twentieth century pressures. The word 'workers' participation' is plentifully supplied with ideas, institutions and opinions."4 "There are two basic ideas in the concept of workers' participation in management: there are two groups of people in an undertaking (managers and workers) and that there are two separate sets of functions to be performed (managerial and operative). Managerial functions are essentially those concerned with planning, organising, motivating, and controlling, in contrast with "doing" or "operative" work.

Mamoria defines it as a system of communication and consultation either formal or informal by which employees of an organisation are kept informed about the affairs of the undertaking and through which they express their opinion and contribute to management decisions."5

The workers' participation in management or by whatever name it may be called, is an essential ingredient of industrial democracy indicating an attempt on the part of an

employer to build his employees into a team which works towards the realisation of a common objective. The term industrial democracy "implies a situation where workers' representative are to some extent, involved in the process of management decision-making, but where the ultimate power is in the hands of management."\textsuperscript{6} According to one view, "The concept of participation as a principle of democratic administration in an industry implies a share by rank-and-file in the decision-making process of an industrial organisation through their representative at all the appropriate levels of management in the entire range of managerial action."\textsuperscript{7} Again, it has been said that a management may be considered democratic "if it gives scope to the workers to influence its decision-making process on any level or in any sphere or if it shares with them some of its managerial prerogatives."\textsuperscript{8} Generally, the idea of workers' participation or participative management crystallising the concept of industrial democracy signifies "a system of communication and consultation, either formal or informal by which the employees of an organisation are kept informed of the affairs of the undertaking and through which they express their opinions and contribute to managerial decisions." Such a system of democratic management based on industrial democracy, in the

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words of Douglas McGregor, "provides an opportunity for every member of the organisation to contribute his ingenuity as well as his physical efforts for the improvement of organisational effectiveness and for enhancing his own economic welfare."

**IMPORTANCE OF WORKERS' PARTICIPATION:**

The greatest benefit of participative management is that the employee identifies himself or herself with the work and this leads to an improved performance. As shown in the following diagram, the 'employee psychological result' is participation which, in turn, leads to an improved performance, manifesting itself in an increased output and an improved quality.

![Diagram](image_url)


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Participation tends to improve motivation because employees feel more accepted and involved in the situation. Their self-esteem, job satisfaction, and co-operation with the management will also improve. The results often are reduced conflict and stress, more commitment to goals, and better acceptance of a change. Employees may also reduce turnover and absences when they begin to feel that working conditions are satisfactory and that they are becoming more successful in their jobs. Finally, the act of participation in itself establishes better communication, as people mutually discuss work problems. The management tends to provide workers with increased information about the organisation's finances and operations, and this helps employees to give better quality suggestions.

LIMITATIONS OF WORKERS’ PARTICIPATION:

Participative management suffers from many limitations. These are:

1. Technology and organisations today are so complex that specialised work-roles are required, making it difficult for people to participate successfully if they go very far beyond their particular environment. This means that low-level workers can participate successfully in operating matters,
but they usually have difficulty in participating in policy matters.

2. Another issue is an employee's right—*not to participate*. There is no evidence that participation is good for everybody. Many people do not want to be bothered with participation.

3. Another problem is that participative situations can be used covertly to manipulate employees. This manipulation is not necessarily done by the management. It may be by the union or by undercover cliques led by members skilled in group dynamics—the social engineers of consent.

4. The feudalistic concept of the master and the servant is still prevalent among industrial workers, especially in India. Workers have an innate feeling that they are born to serve and not to rule. Participative management, naturally, is of little interest to such workers.

5. The role of trade unions in promoting participative management is far from satisfactory. Most of the unions indulge in politicking and have little time to think about participation. The attitude of individual members, too, is not conducive to the promotion of participative management. The motive for joining a trade union is explicitly more
individualistic, that is, the membership is regarded as a kind of insurance against calamities, in the event of dismissals, accidents or other difficulties, when the members could expect some help from trade unions. The result is that the workers perceive a trade union’s role as crisis-oriented and not as extending beyond certain individual problems. Naturally, workers do not expect their unions to play a major role in participation.

6. The unwillingness of the employers to share power with the workers' representatives, the disinterest of the workers, and the perfunctory attitude of the government towards participation act as stumbling blocks in the way of promotion of participative management.

STAGES OF WORKERS' PARTICIPATION IN MANAGEMENT:

The form or the way in which workers can and do participate in management varies a great deal. To some extent this variation is related to the differences in management, the subjects or areas in which participation is sought and the pattern of labour-management relations. It may also vary from organisation to organisation depending upon the level of power or authority enjoyed by managers at different levels in different types of organisation.
The specific way in which different forms of participation may take place also varies from situation to situation. These may be formal organisational structures such as the Works Committee, Shop Councils, Production Committee, Safety Committee, Joint Management Council, Canteen Committee, P.F. Management Committee, etc. for workers participation. Participation may also take place through informal mechanisms and forums such as supervisor or a foreman consulting a worker before making particular decision in which the letter is interested such as granting or rejecting an application for leave, allotment of work on overtime, transfer from one section to another.

A considerable degree of participation of workers in the decision making process is possible through informal mechanisms and procedures. If workers participate in management either through formal mechanisms or through informal procedures, it should be considered as an instance of participative management. Whatever form it may take, it is necessary, for the effective functioning, to promote through it the interests of both the parties — management and labour. Management's primary interest lies in improving productivity, reducing cost, and thus improving profitability. Worker's interest lies in improving their earnings. When earnings improve through sharing gains in productivity, apparently a harmony of interests is
promoted. If participation is to be effective as a process or device, it should be integrated with a scheme of improving productivity and gain-sharing.

Participation is possible at all levels of management. Broadly speaking there are four stages of participation. At the initial level, participation may be informative and associatiive participation, where members have the right to receive information, discuss and give suggestions on general economic situation of the concern, the state of market, production and sales programmes, organisation and general running of undertaking, circumstances affecting economic position of the concern, methods of manufacture and work, annual balance sheet and profit and loss account and connected documents and explanations, long-term plans for expansion, re-deployment and such other matters as may be agreed to. There are the areas in which the members have the right to receive information and discuss these and make suggestions which are binding on the management.

Consultative participation involves a higher degree of sharing of views of the members and giving them an opportunity to express their feelings. Members are consulted on matters like canteen, welfare and amenities, production and methods of work, safety, housing and other programmes of the company.
Management may or may not accept the suggestions.

Administrative participation involves a yet greater degree of sharing in the authority and responsibility of the managements' function and allows members a little more autonomy in the exercise of the administrative and supervisory powers in respect of welfare measures and safety works, operation of vocational training and apprenticeship schemes, preparation of schedules of working hours and breaks and holidays payment of reward for valuable suggestions received and any other matter as may be agreed to by the members.

Decision making participation is the highest form of participation where sharing of decision making power is complete and the delegation of authority and responsibility of managerial function to such a body is maximum. In matters like economic, financial and administrative policies and decisions are mutually taken.

In short, workers' participation in management can deal with and exercise supervisory, advisory and administrative functions on matter : concerning safety, welfare, etc. though the ultimate responsibility is vested in the management. However, all the matters like wages, bonus, etc. which are subjects of collective bargaining are excluded from the purview of the workers' participation schemes. Individual grievances are also
excluded from its scope. In short, creation of new rights as between employers and workers should be outside the jurisdiction of this scheme.

PRE-REQUISITES FOR SUCCESSFUL PARTICIPATION:

To make any of the participative methods successful, the following conditions have to be fulfilled:

1. The participants, namely, the management and the operatives, must have clearly defined and complementary objectives. And the objectives of one party should not work at cross-purposes with the objectives of the other party.

2. There must be a free flow of information and communication between the management and the workers. In this way, distrust and suspicion are avoided, and workers become responsible and mature when they discuss their demands with the management.

3. The representatives of workers must be drawn from the workers themselves. The participation of outside trade union leaders should be discouraged. This is necessary because the problems and difficulties of the workers are better understood by the workers themselves than by others. The workers, therefore, can put across their points of view to the management with confidence.
4. Strong and effective trade unionism is necessary for the success of participative management. Politicisation and multiplicity of trade unions defeat the purpose of participation and management.

5. Workers' education and training make a significant contribution to the purposive working of participative management. Trade unions and the government can play a major and meaningful role in organising and conducting training programmes.

6. Neither party should feel that its position is threatened by participation. If workers think that their status will be adversely affected, they will not participate. If managers feel that their authority is threatened, they will refuse participation or will be on the defensive.

7. Consultative bodies, collective bargaining and suggestion schemes make a mockery of participative management. To make workers' participation meaningful and purposeful, workers should be associated at all levels of decision making.

8. The success of participation depends on a suitable participative structure and a change of heart on the part of employers and employees, which may take a long time to develop. To expedite this development, some sort of legislative action is necessary.
9. There could be the danger of a major portion of the resources of the enterprises being diverted to workers without much consideration for further investments. It may be desirable to reserve a certain percentage of the resources for reinvestment, either through mutual agreement or legislation.

10. The financial cost of participation should not exceed the values, economic and otherwise, that come from it. Employees cannot spend all their time in participation, to the exclusion of all other work.

A SURVEY REPORT: THE UPPER DOAB SUGAR MILLS, SHAMLI

Workers were categorically asked whether their advice is sought on their problems.

The response of the workers are summarised in the following table:

**TABLE 6.1**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Description</th>
<th>Response No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Affirmative Answer</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Negative Answer</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>3</td>
<td>No Response</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>
Seventy percent of the workers told that their advice is not sought on any of these questions while 26% did not answer the question. Only four employees informed that his advice is sought. No other informant, either among the workers or the supervisors or the representatives of the management stated such a fact. So the question arises as to why these four informants make a claim of this kind. There are many possibilities; either they are telling a lie or they are answering the question non-seriously or they are actually consulted by the authorities. The first possible answer is that they are closely associated with the authorities. The second is that they are informers of the management. However, whatever may be the case, as Reddy observes, "Workers' participation is the only remedy for this intrinsic weakness of the present mode of production. Participation makes the worker feel that he is also one of the conscious custodians of the economic apparatus; he thus transcends his alienation."[10]

Workers were whether good relations prevail between them and the management in the mills. Their answers are summarised in the table given as under:

10. K.V. Raghunatha Reddy, "patriot" (15th August, 1976), "Workers' Participation in Industry".
TABLE 6.2

RELATIONS BETWEEN MANAGEMENT AND WORKERS

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Description</th>
<th>Response No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Affirmative Answer</td>
<td>64</td>
<td>64</td>
</tr>
<tr>
<td>2.</td>
<td>Negative Answer</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>3.</td>
<td>No Response</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

The above table shows that 64% workers had good relations with their employer. Though only 14% workers informed that the relations here are not harmonious yet it appears that the 14% workers who did not give any response believe that these relations are not harmonious. Had the relations been harmonious the workers should have made a statement to this effect. Perhaps it is out of fear that the workers did not choose to answer the question in their personal interest, as many of them made oral statements to this effect. Such a situation is not conductive to the proper development and functioning of the mills. It is advisable that management should make conscious efforts to win the love and affection of the workers. It would lead to the progress and prosperity of the mills. The days of driver and the boss have now gone. The employers are in fact the leaders while the workers are the lead. G. Ramanujam rightly observes,"
Management should give up the old idea of 'master—and—servant' relationship between themselves and their workers. The entire personnel, i.e., management and workmen, should function as one team. Those in the management position should develop the qualities of leadership and must have the capacity to take along with the rest. They should be able to inspire confidence among the workers whom they are required to lead towards fulfilment of production targets. Those in the management should so conduct themselves that the idea of the 'team' permits the entire rank and file of workers resulting in a healthy team spirit pervading the entire plant."

The participation of the workers in a plant cannot bear any fruit unless both the workers and the management are genuinely interested in the sincere participation of the workers in the management. Heneryager and Heckmann rightly refer to this fact whey they say, "Union leaders, however, frequently look with disfavour upon management’s attempts to require more worker participation. They fear that such attempts will shift worker loyalty from the union to the mills. Hence, union leaders often oppose such efforts, claiming they are paternalistic or anti—union in nature. Management’s job, therefore, frequently become one of convincing union—officials that worker participation on behalf of the company

will benefit the union as well as the organisation. Clearly, nature attitudes are required on the part of both sides to implement successfully this kind of participation.\textsuperscript{12} In order to know whether the workers find that interests are tagged with the interests of the mills, they were asked a question to this effect. Eighty five percent of the workers answered the question in affirmative while 15\% answered it in the negative. As a matter of fact, the interests of the employees are tagged with the interests of the employer. Since in the present state of affairs 85\% workers believe that their welfare goes with the welfare of this mills, 100\% of them would have given this answer, had they been given an opportunity to participate in the policy—making process. These answers also show that workers usually think of the good of the mills in which they work. A wise employer is one who properly uses this tendency of the workers. It is the duty of the management to create and atmosphere in which workers are encouraged to feel themselves to be partners in the mills.

Supervisors were asked whether suggestions given by them are accepted by the management. Ninety eight of them answered the question in affirmative and only 2\% answered it in the negative. This signifies the fact that supervisors are

actually consulted and often their suggestions are accepted. The management of the mills should realize the importance of suggestions plan and should have a well–run suggestion programme. Dale S. Beach stresses this point when he says, "A well-run suggestion programme can achieve a number of real benefits for the organisation. It provides an additional avenue of upward communication. This is especially important, because higher management, in many organisations, is insulated from the problems and view points of the employees. It provides a means by which employees can achieve some measure of participation in the affairs of the business. A suggestion system is looked upon by some people as a technique for improving employee relations and morale. A primary gain from a properly conducted programme is the significant reduction in production and operating cost that can accrue. In addition, employees receive money awards any recognition from management."  

These answers clearly show that the workers in the mills are not allowed to participate in the managerial functions. Nor are they being given any training so that they may become participate in future. This situation is far from satisfactory. If the workers are not considered capable enough to have their

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say in the managerial functions, they should at least be given some opportunity to become well-versed. If workers are made aware of the ways how mills are managed and what problems the management face, they will not make unreasonable and unacceptable demands.

It is an established fact that without workers' participation the condition of the mills cannot be improved. S.M. Patil is right when he asserts, "We at the higher level immensely prize and enjoy the privilege of making decision. In fact, it is this that provides in all the motivation. We work hard because we have a feeling that we are implementing our own ideas and our own decision. If we want the lower echelons to work hard, well, we shall have to provide them with the same type of motivation. We shall have to give them opportunity to participate in the decision—making in a real manner with makes an impact on their consciousness. When there is a problem let us not hand down a solution or an order. Let the lower echelon face the problem, battle with it and device a solution on its own, with some guidance and assistance from management. If the lower echelon feels that it was its solution and its work plan will go on to the task of implementation with unbelievable zeal." 14 The management should realize that if a worker is treated as a responsible member of the mill he

will do a lot for its well-being. Mahesh Chand makes an acceptable assertion, "If a worker's status as a free individual is recognised and suitable place in the industry provided, the entire situation is bound to undergo a radical change for the good of the industry and that of the community, as a whole."\textsuperscript{15}

It is the duty of the management to create conditions for a successful participation of workers in the managerial functions. Successful participation, as B.R. Seth observes, "requires an attitude of mind on the part of both management and workers' willingness to give informations honestly and fairly and exchanges ideas without any mental reservation, and considered facts objectively .......... The very concept of workers' participation is a challenge to the traditional management philosophy that it is the management alone that can make correct and acceptable decisions, and all that a worker wants, is to be told what to do and to be paid for doing it. The fundamental premises of the participation idea is that an average workers can make, and under proper circumstances want to make, important contribution to the solution of a problem."\textsuperscript{16}

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As a matter of fact, what is needed in this mills is a change in attitude on the part of both management and workers. The task can be begun with educating the large body of workers in respect of their importance in economy and the organisation. In order to inculcate understanding and responsibility it is essential to discuss with them elementary matters like quantity—consciousness, cost—reduction, company—image, good house—keeping, industrially wasteful practices and absenteeism. Then comes the State when the management should convince itself that workers think of the welfare of a mill as much as the management does. It should also convince itself that workers too have brains to think with and can also use them. It must be emphasized that participation is not a one—way street, Participation requires joint response on the part of both superior and subordinates. Both have to share a zone of interest, recognizing that their’s is a joint endeavour. In today’s technical world, the manager and the worker cannot walk separate paths. The success of one depends upon the success of the other. The assembly line, for example cannot roll unless the salesman gets the order, the engineer designs the product, the supervisor lays out the needed processing, and the worker performs his diverse functions. When worker becomes participant, the problems of the mills become their problems and then they help the manager in solving those problems as much as they can.
The labour management amity can be there in an organisation only when the following things exist in it:

(i) Both sides desire to co-operate;

(ii) Good faith is constrain demonstrated and there is no mental restoration on either side;

(iii) The management gives the workers necessary information for the intelligent participation in the affairs of undertaking; and

(iv) The management consults the workers in all the matters concerning the organization.

Workers will think of the good of an organisation only when they feel that the organisation belongs to them. The sense of belonging cannot be inculcated until the workers are made participants. B.R. Datta rightly observes, "The management too have to take a fresh look and start looking upon workers as partners in a joint enterprise. Government have introduced a scheme of Joint Management Council so that workers may be progressively associated with the management of industry and they may have a sense of belonging to the enterprise they serve. For sometime the Government have been thinking of ways and means which would ensure greater association of workers in the management of industry and induce in the greater sense of belonging and participation in the enterprise." 17

Workers' participation is an organisation is also essential because it assure the workers of security and justice as V.V. Giri rightly assets, "The works committees and the profit—sharing scheme have, in the absence of other supporting measures failed and cannot be made a success until the workers become confident of security and justice at the hands of the employer. It is in the light of this situation that suggestions have been made from time to time that provisions should be made for the active participation of workers in management at all levels with the right to influence the functioning of top management. Experiments of this kind have been tried and have proved a success in certain countries and that may be expected to succeed in this country also provided they are beased on and take into consideration the situation and circumstances prevailing in India at present." ¹⁸

Those who think that managers are a supervisor class will find the idea of participation unwelcome but this view too is wrong in view of Davar’s statement "Thus he real solution lies in first changing the basic concept of viewing 'managers' as one group and 'workers' as another. Today managers are considered as a different class from the workers, and if there is a dishotomy and a conflict of interest. Even a manager must be

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considered in the right sense as a worker, working along with the others who are labelled today as 'workers' with all of them agreed to providing the best service and of course sharing in the resulting benefit. Management must view it as its responsibility to win the cooperation of the workers." 

Workers who have no say in managerial functions are likely to feel frustrated and they may obstruct the smooth running of the mills. The frustrated working force is not only a liability on the mills but also on the society. The worker now does not want to be used a pawn on the chess board of capitalistic strategy and it plomacy. If he is exploited he develop a sense of frustration which is the mother of revolution.

NEW SCHEME OF WORKERS' PARTICIPATION

The new scheme was a model offering workers' participation in industry at two levels: 1. Shop floor or departmental level. 2. Plant or enterprise level. It allows participation of employees, in the decision—making process on matters relating to production, safety, working conditions, absenteeism, labour welfare and overall enterprise efficiency, as well as shop or departmental efficiency. Shop council will have equal representation of labour and management.

The Main Feature of the Schemes are as under:

1. It has flexibility allowing variations to suit local conditions. It is to be implemented through executive action. Legislation may come at a later stage after adequate experience.

2. Initially it is applied to manufacturing and mining concerns, units having 500 or more employees. Service sector is excluded.

3. Emphasis is particularly on participation at the shop floor level. This is a step in the right direction. Both the W.C. and J.M.C. covered the whole unit problems and indirectly neglected the shop floor problems in particular. The new scheme envisages worker participation from the shop floor.

4. All decisions are to be taken on a basis of consensus (not by voting process).

5. The decisions of the shop council will be implemented within a month. Previously such decisions were not mandatory (in the case of W.C. or J.M.C.)

6. Collective bargaining issues are excluded from the scope of functions of shop councils. Same as in the case of W.C. or J.M.C.

7. Management is required to evolve most suitable composition of shop council to ensure effective, meaningful and broad
based workers’ participation in industry. No uniform pattern is prescribed for workers’ representation on the shop councils.

The scheme has given a fresh confidence to the worker and infused a new spirit in him. Labour approach is more mature and meaningful than before. It has given him a sense of responsibility and belonging. It has opened new avenues in the life of industrial workers. It has certain good features, e.g., mandatory nature of the decisions of shop councils and joint councils, clear-cut statement of their functions, and the introduction of participation at the plant or shop floor level.

**SUGGESTIONS**:

(1) The attitude and outlook of the parties should be enlightened and impartial so that a free and frank exchange of thoughts and opinions could be possible. Where a right kind of attitude exists and proper atmosphere prevails the process of participation is greatly stimulated.

(2) Both parties should have a genuine faith in the system and in each other and be willing to work together. The management must give the participating institution its rightful place in the managerial organisation of the
undertaking and implementing the policies of the undertaking. The labour, on the other hand, must also whole-heartedly co-operate with the management through its trade unions. The foremen and supervisory cadre must also lend their full support so that the accepted policies could implemented without any also lend their full support so that the accepted policies could be implemented without any resentment on either side.

(3) The experiment of labour participation in management must be given a wide Publicity in order that the idea of participation is ingrained in the minds of those who are to implement the scheme. Lectures, discussions, film shows, conferences, seminars and other methods of propaganda may be fruitfully employed to create enthusiasm about the scheme among the management as well as the workers.

(4) Participation should be real. The issues related to increase in production and productivity, evaluation of costs, development of personnel, expansion of markets should also be brought under the jurisdiction of the participating bodies. These bodies should meet frequently and their decisions should be timely implemented and strictly adhered to.
(5) Objectives to be achieved should not be unrealistically high, vague or ambiguous but practicable of achievement and clear to all.

(6) Form, coverage, extent and level of participation should grow in response to specific environment, capacity and interest of the parties concerned.

(7) Participation must work as complementary body to help collective bargaining, which creates conditions of work and also creates legal relations.

(8) Institutional participation should be discouraged but such participation should be encouraged through changes in leadership styles, communication process, and interpersonal and inter-group relations.

(9) There should be a strong trade union, which has learnt the virtues of unit and self-reliance so that they may effectively take part in collective bargaining or participation.

(10) Multiple unions in one enterprise should be restricted by legislative measures. Similarly, there should be no multiplicity and duplicacy of bipartite consultative machinery at the plant level.

(11) A peaceful atmosphere should be there wherein there are no strikes and lock-outs, for their presence ruins the
employees, harms the interest of the society, and puts the employees to financial losses.

(12) Authority should be centralised through democratic management process. The participation should be at the two or at the most three levels.

(13) Programmes for training and education should be developed comprehensively. For this purpose, "labour is to be given education not to the head alone, not to the heart alone, not to the hands alone, but it is dedicated to the three; to make the workers think, feel and act." Labour is to be educated to enable him to think clearly, rationally and logically; to enable him to feel deeply and emotionally; and to enable him to act in a responsible way. The management at different levels also needs to be trained and oriented to give it a fresh thinking on the issues concerned.

(14) Progressive personnel policies should ensure growth of individual workers within industry and proper policies should exist for selection, promotion, compensation, rewards and discipline.

(14) Management should be prepared to give all information connected with the working of the industry and labour
should handle that information with full confidence and responsibility.

(15) The workers should become aware of their responsibilities. The leaders should initiate this in them. Similarly, the top management should make the lower echelons to show a new attitude in the light of the new relationship.

(16) The follow-up action on the decisions of the participating forums should be ensured. The government may also set up a machinery to act as a watch-dog for implementing the scheme.