IV. PARTICIPATION IN COMMITTEES

INTRODUCTION

The active involvement of workers in the functioning of the enterprise is being encouraged in recent times for the improvement of the organisation through the increase in productivity. Labour, being one of the important factors of production, needs to be organised and co-ordinated effectively in order to achieve maximum production, given the supply of other factors. This would not be possible without the positive co-operation and active involvement of the employees of different categories of organisation. Hence the public enterprises in India are trying to promote the participation of employees through committees and other forms of decision-making processes. This chapter analyses how the employees are participating in the different committees constituted, in the two mills under study. In the first part, the nature of the participation is discussed. The extent of participation in the different committees is then evaluated through the mean scores worked out from the Likert's Five Point Scale. The differences in the perceived level of participation in different committees
by the different categories of employees are analysed. Finally the differences of opinion about the level of participation are studied through the co-efficients of variation.

NATURE OF PARTICIPATION IN COMMITTEES

Workers' participation in decision-making is mainly implemented through committees in the two textile mills. Following are the main committees existing in the mills under study. Management Committee, Canteen Committee, Safety Committee, Suggestion Committee and Welfare Committee. The main objective of these committees, as mentioned in their constitution, is to facilitate the greater and active participation of labour in management and thereby improve the industrial relations and the performance of the mills. These committees are advisory in nature. The General Manager will be the Ex-Officio Chairman of the committee and will preside over the meetings. In his absence, the Production Manager / Factory Manager presides over the meetings. These committees are reconstituted annually or according to local requirement by the General Manager of the Mills. In the two Mills, the workers' representatives are nominated by the recognised union, from among the employees. In both the mills, the meetings of the committees are held once in a fortnight. The minutes of the meetings make it clear that the meetings are being conducted regularly.
EXTENT OF PARTICIPATION IN COMMITTEES

To study the extent of participation in committees, the employees have been asked about the level of their participation in these committees. For this purpose Likert's Five Point Scale has been used. The mean scores of each committee and overall average score for the different categories of employees of the two mills have been tabulated in Table 4.1.

Swadeshi Mills

The overall average scores of the employees of Swadeshi Mills show considerable differences among the different categories of employees. The maximum score 4.36 is obtained by the skilled workers. It is followed by Semi-Skilled workers, Unskilled workers, Executives and Supervisors. All the employees have crossed the moderate level of participation and it is an indication of considerable level of involvement of employees in these committees. However, efforts must be made in the Swadeshi Mills to persuade the Supervisors and Executives for active involvement in committees, since their overall average scores are less compared to other groups of employees.

Unskilled workers have secured the highest mean 4.16 in management committee and it indicates their complete involvement in this committee. The minimum score 3.03 is
<table>
<thead>
<tr>
<th>COMMITTEES</th>
<th>Swadeshi Mills</th>
<th></th>
<th></th>
<th></th>
<th>Bharati Mills</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unskilled</td>
<td>Semi-skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
<td>Executives</td>
<td>Unskilled</td>
<td>Semi-skilled</td>
<td>Skilled</td>
</tr>
<tr>
<td>2. Canteen Committee</td>
<td>3.83</td>
<td>3.94</td>
<td>4.51</td>
<td>3.10</td>
<td>3.48</td>
<td>3.70</td>
<td>3.90</td>
<td>3.81</td>
</tr>
<tr>
<td>4. Suggestion</td>
<td>3.38</td>
<td>4.11</td>
<td>4.48</td>
<td>2.96</td>
<td>3.22</td>
<td>3.27</td>
<td>3.98</td>
<td>3.43</td>
</tr>
<tr>
<td>5. Welfare Committee</td>
<td>3.03</td>
<td>3.83</td>
<td>4.20</td>
<td>2.96</td>
<td>2.83</td>
<td>2.80</td>
<td>3.48</td>
<td>2.16</td>
</tr>
<tr>
<td>Overall Average</td>
<td>3.60</td>
<td>4.02</td>
<td>4.36</td>
<td>3.12</td>
<td>3.26</td>
<td>3.49</td>
<td>3.91</td>
<td>3.55</td>
</tr>
</tbody>
</table>

Source: Survey Data 1 = No Involvement; 2 = Hardly any; 3 = Moderate; 4 = Considerable; and 5 = Complete.
for Welfare Committee. The participation in this committee has crossed the moderate level. But it has not yet reached the maximum level. Except the management committee, the mean scores of all other committees are quite encouraging. The reason why the participation in canteen, safety, suggestion and welfare committees is very low is that there exists poor relation between the management and workers. Hence necessary measures should be taken to develop a cordial relationship among the employees.

The mean scores of Semi-Skilled workers make it clear that, they have the maximum involvement in the committees for safety, suggestion and management. The mean scores of these committees range from 3.83 to 4.13. The scores of the canteen and welfare committees are less than four. They indicate that the level of participation is quite considerable.

In the case of Skilled workers, their perception and participation in committees have crossed 'the considerable level' of participation. The mean scores indicate that the maximum involvement stage has been reached. The maximum score, 4.51 corresponds to canteen committee and minimum score 4.20 corresponds to welfare committee. This group of workers are very much satisfied in all the committees, compared to other categories, as they have secured the highest overall average score.
In the case of Supervisors, the mean scores of different committees vary from 2.96 to 3.34. The minimum score 2.96 is obtained by both suggestion and welfare committees. In these two committees, the level of participation has not even crossed the moderate level. In other committees, participation is in the "considerable level", since the scores are greater than three. The overall average score for this category of employees is 3.12 and this is the minimum overall average score, compared to other categories. This indicates that the level of participation in these committees by the Supervisors is the lowest in Swadeshi Mills.

The perception of executives in different committees have crossed the moderate level except in welfare committee. The mean scores lie between 2.83 and 3.48. Both the canteen and safety committees have obtained 3.48 as mean scores. It is clear from the mean scores that the executives' involvement in these committees also poor.

On the whole, it is observed that the participation of the Skilled workers in the committees is the highest, not only among the three groups of workers, but also for the whole of Swadeshi Mills. The workers in this category have expressed that they are in the "stage of complete involvement", in all the five committees. This stage is
reached in the management committee by the Unskilled workers and in the management, safety and suggestion committees by the Semi-Skilled workers. Comparing the participation in the five committees, the participation is the lowest in welfare committee. Therefore, it is suggested that all the employees in Swadeshi Mills should be given more opportunities for active participation in the welfare committee.

In the case of managerial staff, the executives' involvement is more than that of Supervisors. In the case of suggestion and welfare committees, the mean score is 2.96 for the Supervisors. Except these two committees, the involvement in all other committees is in the "considerable level". In the case of Executives, only in the welfare committee, mean score has not crossed the moderate level. In other committees, mean scores are satisfactory, because the mean scores are in "the considerable stage". Thus the participation of supervisors and executives in the committees are low, while compared to that of workers. As such, the organisation should take supportive measures to encourage the participation of managerial staff in these committees. This will help to improve the active functioning of the different committees.
Bharathi Mills

Comparing the overall average scores of all employees of Bharathi Mills, the score is the highest in the case of Semi-Skilled workers. The maximum overall average score 3.91 is for Semi-Skilled workers and minimum score 3.24 is for Supervisors. The overall average of the three groups of workers is higher than that of Supervisors and Executives. In general, all the employees have crossed the moderate level of participation and are in the "considerable stage". Eventhough the level of literary is low, the level of participation is relatively high, in the case of workers.

The mean scores of the Unskilled Workers show that except welfare committee in all the other committees, their involvement is in the "considerable stage". The maximum score 3.90 is for management committee and it is followed by the safety, canteen and suggestion committees respectively. Welfare committee comes last with a mean score 2.80. The Unskilled workers' attitude towards welfare committee is not satisfactory.

The involvement of Semi-Skilled workers in the committees shows remarkable differences. The mean scores vary between 3.48 and 4.10. The maximum score 4.10 corresponds to the management and safety committees and the minimum score 3.48 is for the welfare committee. In this
group, the involvement in the management and safety committees is in the "stage of complete involvement" and in other committees also the participation is very close to "complete involvement, stage". Among the three groups of workers, only the Semi-Skilled workers have crossed the moderate stage, in all the five committees.

Among the Skilled workers also there are remarkable differences in their perceived mean scores. Except the welfare committee, all the other committees have crossed the moderate level. However, the level of participation is the highest with a mean score of 4.78 in the management committee. The minimum score 2.16 is for the welfare committee.

Comparing the mean scores of different committees in the case of Supervisors, it is clear that their participation does not differ much. The mean scores of all the committees have crossed the moderate level and they are in the "considerable stage". The maximum score 3.36 is for the management and welfare committees and the minimum score 3.14 is for both safety and suggestion committees. Involvement of Supervisors in committees is less than the involvement of the workers.
The perception of executives towards participation in various committees shows considerable differences. The overall average score in this case is also relatively low compared to that of workers. It is very close to the score of Supervisors. The mean scores are in the range of 2.80 and 3.65. The maximum score 3.65 corresponds to the management committee and the minimum score 2.80 is for the welfare committee. In this case also the mean score is less than the mean scores of the workers. The mean scores of the suggestion and welfare committees have not crossed the moderate level. Hence, necessary steps should be taken to encourage the participation of executives in these committees.

Analysing the mean scores of all categories of workers, the level of participation varies among them to a considerable extent. In general, the level of participation is more in the management committee and low in the welfare committee. The level of participation has crossed the "considerable stage" in the management and safety committees in the case of Semi-Skilled workers and only the management committee in the case of Skilled workers. But in the case of unskilled workers, the score has not crossed the "considerable stage", even in one committee.

While investigating the mean score of Supervisors and Executives, it is evident that their mean scores are the
maximum for the management committee. The Supervisors have crossed the moderate level in all the committees, but the executives have crossed the moderate level only in the case of the management, canteen and safety committees. The general conclusion is that except the Supervisors, among the workers and executives, the minimum score is for the welfare committee and the maximum score is for the management committee. In this mills also, the involvement is less in welfare committee. Therefore effective measures should be taken to improve the level of participation in the welfare committee by all the employees.

DIFFERENCES IN PERCEPTION AMONG EMPLOYEES IN COMMITTEES

The perceptions about the level of participation vary considerably among the employees of the same category and between the different categories of employees. To verify whether the perceptions about the level of participation between the different categories of employees differ significantly or not, the differences between the average scores of perception of any two categories of employees taken at a time about the five committees', have been tested statistically by applying the 't' statistic. Initially the differences in perception between (i) Unskilled and Semi-Skilled workers, (ii) Semi-Skilled and Skilled workers, and (iii) Unskilled and Skilled workers
have been tested. Secondly, the differences in perceptions between the two categories of managerial staff, namely, the Supervisors and the Executives have been tested.

Swadeshi Mills

The differences in mean and corresponding Standard Errors for the differences between the mean scores of perception about the five committees and between the mean scores of overall averages, of the employees in Swadeshi Mills have been given in Table 4.2.

Initially, comparing the mean scores of perception by the Unskilled and Semi-Skilled workers, the perception about the safety, suggestion and welfare committees are different, since the 't' values for the mean differences are statistically significant at one per cent level. However, for the management and canteen committees the differences between the mean scores is not statistically significant. This implies that the Unskilled and Semi-Skilled workers have the same degree of involvement in the management and canteen committees. (The mean scores for the both categories of workers is greater than four, meaning that the involvement is more than the "considerable stage"). Further 't' value for the difference between the overall average scores is also significant at one per cent level. Hence,
## TABLE 4.2
MEAN DIFFERENCES AND STANDARD ERRORS - SWADESHI MILLS

<table>
<thead>
<tr>
<th>COMMITTEES</th>
<th>Unskilled and Semi-Skilled</th>
<th>Semi-Skilled and Skilled</th>
<th>Unskilled and Skilled</th>
<th>Supervisors and Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SE</td>
<td>Mean Differences</td>
<td>SE</td>
<td>Mean Differences</td>
</tr>
<tr>
<td>1. Management Committee</td>
<td>0.1420</td>
<td>0.07</td>
<td>0.1659</td>
<td>0.19</td>
</tr>
<tr>
<td>2. Canteen Committee</td>
<td>0.1682</td>
<td>0.11</td>
<td>0.1720</td>
<td>0.57*</td>
</tr>
<tr>
<td>3. Safety Committee</td>
<td>0.1987</td>
<td>0.51**</td>
<td>0.1950</td>
<td>0.20</td>
</tr>
<tr>
<td>4. Suggestion Committee</td>
<td>0.2334</td>
<td>0.73*</td>
<td>0.2265</td>
<td>0.37</td>
</tr>
<tr>
<td>5. Welfare Committee</td>
<td>0.2714</td>
<td>0.80*</td>
<td>0.2631</td>
<td>0.37</td>
</tr>
<tr>
<td>Overall Average</td>
<td>0.6600</td>
<td>0.42*</td>
<td>0.6354</td>
<td>0.34*</td>
</tr>
</tbody>
</table>

Source: Computed from Survey Data  
* = Significant at one per cent level; ** = Significant at five per cent level; and  
*** = Significant at ten per cent level.
the perception about the committees by the Unskilled and Semi-Skilled workers are different and the Unskilled workers perceive that the degree of involvement by them is less compared to the Semi-Skilled workers.

The difference between the overall mean scores of perceived degree of participation of Semi-Skilled and skilled workers is also statistically significant at one percent level and this indicates that there is a remarkable difference in the perception of these two groups of workers about their level of participation in the committees. The Semi-Skilled workers feel that their level of participation is low compared to the skilled workers. The difference in their view is mainly due to the differences in their opinion about the canteen committee, as indicated through their mean scores. However, the 't' values suggest that their feelings, do not significantly differ in the case of management, safety, suggestion and welfare committees. Only in the case of canteen committee, the Semi-Skilled workers think that they are in the 'considerable stage' and Skilled workers are in the 'complete involvement stage'.

Comparing the perception of unskilled and skilled workers on committees, it is clear that there is no difference in their perception about the management committee. In the other four committees, views are
different since the 't' values are significant at one per cent level. The overall 't' value for the five committees is also significant at one per cent level. Hence, on an average, the perception of the Unskilled and Skilled workers about their level of participation in committees differ significantly and the Skilled workers feel that their level of participation is high in the committees compared to that of the Unskilled workers.

The 't' values calculated for the differences in the mean scores of Supervisors and Executives show that there is no difference in their perception about level of participation in different committees. The 't' values are not significant in all the five committees and also in the case of overall average scores. Hence, the apparent differences in the mean scores of the Supervisors and Executives are not statistically significant and the level of their involvement in the committees do not differ significantly.

Bharathi Mills

Table 4.3 presents the differences between means and corresponding Standard Errors for the differences in the mean scores of participation of the employees of Bharathi Mills on various committees.
TABLE 4.3
MEAN DIFFERENCES AND STANDARD ERRORS - BHARATHI MILLS

<table>
<thead>
<tr>
<th>COMMITTEES</th>
<th>Unskilled and Semi-Skilled</th>
<th>Semi-Skilled and skilled</th>
<th>Unskilled and Skilled</th>
<th>Supervisors and Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SE</td>
<td>Mean Differences</td>
<td>SE</td>
<td>Mean Differences</td>
</tr>
<tr>
<td>1. Management Committee</td>
<td>0.2694</td>
<td>0.20</td>
<td>0.2091</td>
<td>0.68**</td>
</tr>
<tr>
<td>2. Canteen Committee</td>
<td>0.2554</td>
<td>0.20</td>
<td>0.1801</td>
<td>0.09</td>
</tr>
<tr>
<td>3. Safety Committee</td>
<td>0.2404</td>
<td>0.30</td>
<td>0.2214</td>
<td>0.56**</td>
</tr>
<tr>
<td>4. Suggestion Committee</td>
<td>0.2571</td>
<td>0.71*</td>
<td>0.2618</td>
<td>0.55**</td>
</tr>
<tr>
<td>5. Welfare Committee</td>
<td>0.3709</td>
<td>0.68***</td>
<td>0.2856</td>
<td>1.32*</td>
</tr>
<tr>
<td>Overall Average</td>
<td>0.9055</td>
<td>0.42**</td>
<td>0.6538</td>
<td>0.36*</td>
</tr>
</tbody>
</table>

Source: Computed from Survey Data  
* = Significant at one per cent level;  ** = Significant at five per cent level; and  
*** = Significant at ten per cent level.
Considering the Unskilled and Semi-Skilled workers, it is clear that there is no difference in their perception in the management, canteen, safety and welfare committees. The difference is significant only for the suggestion committee. The difference between the overall averages is significant at five per cent level. Hence, except the suggestion committee, the level of participation by the Unskilled and Semi-Skilled workers is the same in all the other four committees.

Secondly, comparing the differences of the mean scores of the Semi-Skilled and Skilled workers, it is clear that except the canteen committee, in all the other committees the views are different. The difference between the overall averages is also significant. It is therefore evident that the views of these two groups of workers differ about four committees. Hence, the Semi-Skilled workers view that their level of participation is more than the Skilled workers.

The views of the Unskilled and Skilled workers in canteen, safety and suggestion committees are the same. But differences could be seen only in the management committee. The difference in the overall averages is insignificant and it shows that there is no difference of opinion in the level
of their participation in committees. The mean scores of Unskilled workers on the management committee is in the "considerable stage", and it is in "complete stage" in the case of Skilled workers.

In the case of Supervisors and Executives, the 't' value shows that there is no difference of opinion about the level of participation in different committees. All the 't' values are statistically insignificant. It may be remembered here that a similar view has been inferred in the case of Swadeshi Mills also.

INDIVIDUAL DIFFERENCES IN COMMITTEES

The co-efficients of variation worked out, to analyse the individual variations in the perception about the level of participation among the employees of the same category, for the different committees by the different categories of employees of Swadeshi and Bharathi Mills have been given in Table 4.4.

Swadeshi Mills

Investigating the perception of the Unskilled workers on different committees, the co-efficient of variation varies in between 21.63 and 57.75. The minimum co-efficient corresponds to the management committee and the
<table>
<thead>
<tr>
<th>COMMITTEES</th>
<th>Swadeshi Mills</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Bharathi Mills</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unskilled</td>
<td>Semi-Skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
<td>Executives</td>
<td>Unskilled</td>
<td>Semi-skilled</td>
<td>Skilled</td>
<td>Supervisors</td>
</tr>
<tr>
<td>1. Management Committee</td>
<td>21.63</td>
<td>17.36</td>
<td>21.03</td>
<td>29.94</td>
<td>32.73</td>
<td>33.85</td>
<td>19.02</td>
<td>21.76</td>
<td>24.70</td>
</tr>
<tr>
<td>2. Canteen Committee</td>
<td>28.72</td>
<td>20.56</td>
<td>19.51</td>
<td>30.97</td>
<td>27.87</td>
<td>32.16</td>
<td>22.31</td>
<td>19.16</td>
<td>27.86</td>
</tr>
<tr>
<td>3. Safety Committee</td>
<td>34.25</td>
<td>24.46</td>
<td>21.24</td>
<td>25.15</td>
<td>25.29</td>
<td>30.00</td>
<td>19.02</td>
<td>31.92</td>
<td>27.71</td>
</tr>
<tr>
<td>4. Suggestion Committee</td>
<td>44.08</td>
<td>28.22</td>
<td>24.11</td>
<td>28.72</td>
<td>31.68</td>
<td>34.25</td>
<td>25.38</td>
<td>37.32</td>
<td>30.89</td>
</tr>
<tr>
<td>5. Welfare Committee</td>
<td>57.75</td>
<td>34.72</td>
<td>30.24</td>
<td>27.36</td>
<td>33.92</td>
<td>57.86</td>
<td>41.67</td>
<td>50.00</td>
<td>33.04</td>
</tr>
</tbody>
</table>

**Source:** Computed from Survey Data.
maximum co-efficient corresponds to the welfare committee. The co-efficients of variation are high in the case of the suggestion and welfare committees. The perception of the Unskilled workers vary more in the safety, suggestion and welfare committees and the variation is less in the management and canteen committees. The high value of co-efficient of variation in most of the committees reveals that the perception of the unskilled workers is not clear. The mean scores show that the Unskilled workers are very much satisfied only in the management committee, and it indicates that all the Unskilled workers have more consistent opinion about the management committee. The views about other committees are in the "satisfactory stage", with more variation in their views.

The co-efficient of variation of Semi-Skilled workers are in the range of 17.36 to 34.72. The co-efficient of variation is relatively high in the case of the welfare, suggestion and safety committees. It clearly reveals that the perception of the Semi-Skilled workers is varying much in these three committees. The co-efficient of variation is low in the case of the management and canteen committees, and therefore their views are more consistent in these committees. In all but the canteen and welfare committees, the Semi-Skilled workers have crossed the
"considerable involvement stage". Even though, the mean score of the welfare committee is in the "considerable stage", it has not failed to register a high degree of variation. Thus the perception of the Semi-Skilled workers is found to be varying in the welfare committee.

In the case of Skilled workers, the maximum variation corresponds to welfare committee and minimum variation corresponds to canteen committee. The perception of the Skilled workers is less consistent in the welfare and suggestion committees. In the other committees co-efficient of variation is low and it shows that the perception of the Skilled workers is consistent. The second highest variation is for the suggestion committee. The mean scores of the Skilled workers show that they are very much satisfied in all the five committees. The differences in the perception of the Skilled workers are less compared to those of the Unskilled and Semi-Skilled workers.

While considering the perception of Supervisors in different committees, it could be seen that, its co-efficient of variation is varying between 25.15 and 30.97. In this case, the variations in the values of co-efficient of variation are less and hence the differences in the degree of variation is more or less the same for all the
five committees. Therefore, the perception of the Supervisors about the committees does not vary much across the committees, but there are variation in each committee. The supervisors, in their perception, have not yet reached the 'moderate level of involvement' in the suggestion and welfare committees. In the other committees, they have crossed the moderate level of satisfaction.

The co-efficients of variation of the executives vary over a range of 25 to 34. The maximum co-efficient of variation 33.92 is for the welfare committee and the minimum co-efficient of variation 25.29 is for the safety committee. Except the welfare committee, the executives have crossed the 'moderate level of involvement' in all the other committees. In the welfare committee, they are in the 'moderate level of satisfaction', and this view is less consistent as inferred from the co-efficient of variation.

When comparing the perception of the workers on different committees, the maximum variation is for the welfare committee followed by the suggestion committee. The minimum variation is for the Unskilled and Semi-Skilled workers in the management committee. In the case of Skilled workers, the minimum variation is in the canteen committee. It shows that the views of the workers are less consistent in the welfare and suggestion committees.
While comparing the views of Supervisors and Executives, it becomes evident that they are varying within a narrow range, in all the committees. The maximum variation for the Supervisors is for the canteen committee and the minimum variation is in the safety committee. The maximum variation for the Executives is in the welfare committee and the minimum variation is in the safety committee. Both the groups of the managerial staff have shown more or less the same degree of variations about their perception about all the committees. A lot of differences could be seen in the opinion of the Executives and workers about the welfare committee.

Bharathi Mills

In the case of Bharathi Mills, the co-efficients of variation of the Unskilled workers on different committees are high. In this Mill, the variation is between 30.00 and 57.86. The maximum variation is for the welfare committee and the minimum variation is for the safety committee. The variations about their perception in other committees are also showing inconsistency. The co-efficients of variation clearly show that the perception of the Unskilled workers on the five committees is not clear. The mean scores of the Unskilled workers have crossed the moderate level in all the committees, excluding the welfare committee. But the
difference is very high only in the case of the welfare committee. Therefore, the views of the Unskilled workers are more inconsistent in all the committees, even though, on an average, they feel that they have attained a reasonable level of satisfaction.

While investigating the views of the Semi-Skilled workers on different committees, marked differences could be found in the co-efficients of variation. The co-efficient of variation is high in the welfare committee. In the other committees, it is relatively less. In the management and safety committees their views are more consistent. The co-efficient of variation, of the management and safety committees, is 19.02 and the mean scores of these two committees have crossed the "considerable stage". Hence, the opinion of the Semi-Skilled workers in these two committees is more reliable. The co-efficient of variation of this category of workers is also very high in the welfare committee.

While considering the differences about the views of Skilled workers, it could be seen that they vary more in the welfare, suggestion and safety committees. The maximum co-efficient of variation, 50.00 is for the welfare committee and the minimum variation, 19.16 is for both the management and canteen committees. The mean score of the
management committee is in 'complete involvement stage' and this view is expressed by the skilled workers more consistently. The mean score of the welfare committee has not yet reached the moderate level. But the variation in their perception is very high.

While investigating the co-efficient of variation of Supervisors, it was found that their perception is varying quite considerably in all the five committees. The co-efficient of variation is high in all the committees. It clearly highlights the fact that the perception of the Supervisors is less consistent. In all the committees, the mean scores have crossed the moderate level. However, this view has been expressed by the Supervisors with some differences in opinion. In this group also the co-efficient of variation is maximum for the welfare committee and minimum for the management committee.

In the case of the Executives, co-efficient of variation varies from 22.54 to 27.67. The minimum co-efficient of variation corresponds to the canteen committee and the maximum co-efficient of variation corresponds to the management committee. It is therefore clear that the degree of variation in the perception of the Executives about the committees is less. Except the welfare and suggestion
committees, they have crossed the "moderate level of involvement" in the other three committees. The executives are having relatively less consistent views in these committees, eventhough they are satisfied to some extent.

It could be observed from the views of the workers, that the maximum variation is for welfare committee in all the three groups of workers. In the case of Unskilled workers, their views differ considerably in all the five committees. The views of the Semi-Skilled workers show that the minimum variation is for the management, canteen and safety committees. As far as the Skilled workers' are concerned the minimum variation is for both the management and canteen committees. It indicates specifically that the views of the workers are not consistent in majority of the committees.

In the case of managerial staff, the Supervisors have the maximum co-efficient of variation in the welfare committee and in minimum co-efficient of variation in the management committee. The executives have a very high co-efficient of variation in the management committee. It is low in the canteen committee. In general, the views of the Supervisors and the Executives are relatively less consistent.
The mean scores of the level of participation explain the fact that the employees, by and large, are in the 'considerable stage' and in some cases they have reached 'complete involvement stage'. In general, the workers are more satisfied than the Supervisors and Executives. Among the workers, the participation of the Unskilled workers is less than the other two categories of workers. Among the Supervisors and Executives, the participation of Executives is slightly higher than that of the Supervisors.

The study of the differences in mean scores through the 't' statistic brings out the fact that the differences in the perception are more in the case of the employees of Swadeshi Mills. In the case of Bharath Mills, the views of the different categories of employees do not vary much.

The analysis of the co-efficient of variation shows that the differences in the perception among the employees of the same category are more in the case of the welfare and suggestion committees. The opinions about the management and canteen committees are more consistent.