X. SUMMARY AND CONCLUSIONS

INTRODUCTION

The main objective of the present research is to study the nature and extent of participation of different categories of employees and also to study the impact of participation on organisational effectiveness. For this purpose, two public sector textile mills in Pondicherry, namely Swadeshi Mills and Bharathi Mills were selected. The entire analyses have been made based on the responses given by the sample employees of the two mills. Following are the main conclusions derived from the analysis of the study:

PARTICIPATION TECHNIQUE

1. The Scheme of Workers' participation in management has been introduced in Bharathi Mills in February 1986, and in Swadeshi Mills, in June 1987. In these two mills, bi-partite committees have been constituted as a pre-requisite for the introduction of workers' participation schemes. The important bi-partite committees introduced in these mills are: 1. Management Committee; 2. Canteen Committee; 3. Safety Committee; 4. Suggestion Committee, and 5. Welfare Committee.
NATURE OF PARTICIPATION

2. The main objectives of the committees, as laid down in their constitution, are the greater and active participation of labour in management for the improvement of industrial relations and the overall performance of the mills. These committees are advisory in nature. In these committees, the workers' representatives are nominated by the recognised unions, from among the workers. These Committees are reconstituted annually or at any period as per local requirements. These committees meet in regular intervals of time, generally once in a fortnight. The valid suggestions given by the members of the committees are accepted after having a thorough discussion about the usefulness and benefits of the policies to be implemented in the meeting of the committees. The views and suggestions of the workers are presented in the decision-making meetings through their representatives. Hence, the success of the scheme of workers' participation in committees depend much on the relevance of the suggestions made, the seriousness attached to the suggestions, in the discussions held in the meetings, the ability of the representatives in presenting the views and suggestions of the workers effectively in the meeting and above all, the active participation and constant involvement of all the workers and their representatives in the activities of the committees.
THREE LEVELS OF PARTICIPATION

3. The participation of employees in the decision-making process can be classified into three levels of participation. They are lower level, medium level and higher level or distant level. The three groups of workers participate in the lower level decision-making. Supervisors participate both in lower level and medium level decision-making processes. The Executives participate not only in higher level decision-making but also in lower level and medium level decision-making.

PARTICIPATION IN COMMITTEES

4. In general workers are participating more in committees. The participation of Supervisors and Executives in the committees is less. 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.

DIFFERENCES IN PERCEPTION

5. The perception about the level of participation varies more among the three categories of workers of Swadeshi Mills mainly in Safety, Suggestion and Welfare Committees. The overall level of participation of these three categories of workers is also different. However, there is not much difference in the perception about the extent of participation between Supervisors and Executives.
6. In Bharathi Mills, the differences in the level of participation are found mainly between Semi-Skilled and Skilled Workers, in most of the committees. In most of the other cases, the workers have perceived that their level of participation is the same.

INDIVIDUAL DIFFERENCES

7. Investigations of the views of the workers of Swadeshi Mills on different committees show that the maximum variation about the level of participation is for welfare committee followed by suggestion committee. The minimum variation is in the management committee among the Unskilled and Semi-Skilled Workers. In the case of Skilled Workers, the minimum variation goes to the canteen committee. It shows that the views of the workers are less consistent in welfare and suggestion committees.

The views of the Supervisors and Executives are varying in all the committees. The maximum variation for the Supervisors is in the canteen committee and the minimum variation is for the safety committee. The maximum variation for the Executives is for the welfare committee and the minimum variation is for the safety committee. The Executives and the workers have more differences of opinion about the welfare committee.

8. The analysis of the views of the workers of Bharathi Mills explains that the maximum variation in their perception is for welfare committee in all the three groups of workers. The
views of the Supervisors and Executives are relatively less consistent.

PARTICIPATION IN LOWER LEVEL DECISION-MAKING

9. The level of participation of workers in the lower level decision-making process is very poor. Though, it is lower level decision-making, the workers are not participating more. For the betterment of the organisation, the management needs to encourage the workers for effective participation in decision-making. The participation of workers has not even crossed the 'hardly any' stage in most of the cases.

10. The level of participation of Supervisors and Executives in lower level decision-making is higher than that of the workers.

11. The Skilled Workers prefer more influence in all lower level decisions, but in the case of Unskilled and Semi-Skilled Workers their influence is in favour of equal influence with others. In general workers have opted for equal influence with management.

12. Among the managerial staff, the Executives have expressed their desire for more influence and the Supervisors have expressed their desire for equal influence. In general, the desire of the managerial staff to influence the lower level decision-making is more than that of the workers.
DIFFERENCES IN PERCEPTION

13. In general, there exist differences of opinion among the workers, even though all the workers are in the same stage. Among the managerial staff, the views of the Executives are different from those of the Supervisors as they have reached a higher level of satisfaction.

INDIVIDUAL DIFFERENCES

14. The perceptions of the workers about the influence in lower decision-making show much variations in general and they are less consistent.

15. The views of the Supervisors and Executives are more consistent in most of the lower level decision areas.

16. Comparing the opinions of the workers in lower level decision-making, it is clear that the variation is high in all decision-making areas. Further the perception of the Unskilled, Semi-Skilled and Skilled workers are not clear in all the decisions.

PARTICIPATION IN MEDIUM LEVEL DECISION-MAKING

17. The participation of Supervisors in medium level decision-making is less than that of the Executives. The Executives have crossed the moderate level. But the Supervisors have not yet done so. The participation of the Executives of the Bharath Mills in medium level decision-making is better than that of the Executives of the Swadeshi Mills.
INDIVIDUAL DIFFERENCES

18. Comparing the perception of managerial staff in medium level decision-making, their views are less consistent in majority of the decisions. Hence, their views are not very clear in the medium level decision-making areas and there are remarkable differences in their opinion.

19. Supervisors want to have equal influence in medium level decision-making.

PARTICIPATION IN HIGHER LEVEL DECISION-MAKING

20. The Executives of Swadeshi Mills are in a better position and they feel that they have reached the satisfactory stage. But in the case of Bharathi Mills, the Executives have not even reached the moderate level of participation in higher level decision-making.

21. In most of the higher level decision-making areas the Executives would like to have equal influence.

22. Even though the Executives of Bharathi Mills feel that their level of participation is low in higher level decision-making, compared with the Executives of Swadeshi Mills, their views are more consistent.

23. The result of the Mann-Whitney 'u' test makes it clear that the views of the Unskilled Workers of the two mills are different, since the 'u' statistic suggests that the distributions of
the population are different. Thus, there exists differences of opinion about the level of participation among the Unskilled Workers. A similar view holds good for the Semi-Skilled Workers and Executives. However, the results of the Mann-Whitney 'u' test confirms that the views of the Skilled Workers of the two mills do not differ significantly. This conclusion is applicable in the case of the Supervisors of the two mills also.

DESIRED FORMS OF PARTICIPATION

24. The Unskilled and Semi-Skilled Workers are expressing their desire for direct form of participation. But the Skilled Workers prefer indirect form of participation. Among the five forms, the Unskilled Workers are mainly preferring personal contact with foreman and the Semi-Skilled Workers are for regular meeting. However, the Skilled Workers express their desire for union representation. In all the cases, the preference for worker director representation is comparatively less.

25. The desire of the Supervisors and the Executives is for indirect forms of participation. Both Supervisors and Executives, prefer regular meeting between workers and management for the maintenance of good working conditions and work schedule. Among the three forms, personal contact with manager has been given top priority and the works committee representation is given least priority. But comparing the direct and indirect forms, the indirect form of participation seems to the familiar.
26. Comparing the views of Supervisors and Executives on lower level decision-making, the majority of the Supervisors and Executives expressed their desire in favour of indirect form of participation. Taking each form individually the preference is strong for personal contact with manager. In both the cases, the choice for representation through works committee is very less.

27. The medium level decision-making responses show that the indirect form of participation is preferred by most of the Supervisors and Executives of Swadeshi Mills. Of the three forms of participation the first preference is for personal contact with manager and the second preference is for regular meeting between workers and management. The works committee representation is given the last place.

28. Taking the three forms of participation individually, the personal contact with manager has been given the highest priority in both the mills.

DETERMINANTS OF ORGANISATIONAL EFFECTIVENESS

29. Most of the workers have crossed the moderate level of satisfaction in their job but they have not reached the level of full satisfaction. In general, the job satisfaction of Supervisors and Executives is less compared to the workers.

30. The perception about morale is reasonably high and a high proportion of employees are in the moderate level of satisfaction.
31. On an average, the perception of workers about the industrial relations has crossed the moderate level and it is better than that of the managerial staff. The Supervisors and Executives are not satisfied about the existing system of industrial relations.

32. The workers and managerial staff perceive that the existing quality of work life is good. In certain cases, the workers are in the stage of complete satisfaction.

33. The workers and majority of the managerial staff perceive that the existing climate is good.

34. The perception of the workers and managerial staff about the organisational health differs considerably and some of the workers view that the existing organisational health is not good.

35. The analysis of the perception of the employees about the various dimensions of organisational effectiveness establishes the fact that the three groups of workers in general are satisfied more, compared to the Supervisors and Executives. The low level of satisfaction of the Supervisors and Executives is a clear indication of their high level of expectation. The share of each factor in the existing level of organisational effectiveness is more or less the same. Thus all factors are equally responsible in bringing up the level of organisational effectiveness.
ASSOCIATION BETWEEN PARTICIPATION AND DIFFERENT FACTORS OF ORGANISATIONAL EFFECTIVENESS

36. The association of participation with the different factors of organisational effectiveness is positive. There exists a good scope to improve job satisfaction through the participation of workers, in both the mills. Morale also can be improved through the participation of workers. Improvement in industrial relations requires the participation of all the employees. The betterment in the quality of work life can be promoted through the participation of workers. Finally, the improvement in organisational climate and organisational health needs mainly the participation of Supervisors and Executives.

PARTICIPATION AND PERSONAL VARIABLES

37. The personal variables taken for investigation do not have a strong relationship with the level of participation for the different groups of workers. Consequently the level of participation cannot be significantly increased with the increase in age, education and experience, in the case of workers.

38. Education has become an important variable, in the case of Supervisors, in influencing the level of participation. Age and experience do not have a significant impact on participation.

39. The level of participation of the Executives is strongly influenced by the education variable. Further, age and experience do not seem to bear significant impact on the level of participation.
when the Executives of the two mills are analysed separately. However, these two variables show some influence when the Executives of the two mills are analysed together. The increase in the level of participation caused by a positive change in education variable is the highest among the Executives. Therefore, the level of education is tremendously influencing their level of participation.

40. The three personal variables used in the investigation cannot help to explain the variations in the level of participation beyond the maximum extent of 46 per cent. These variables explain 95 per cent of variations in participation only in the case of skilled workers of Swadeshi Mills. Hence, in general, the three personal variables, age, education and experience are not sufficient and some other variables are also required to explain the variations in participation.

IMPACT OF PARTICIPATION ON ORGANISATIONAL EFFECTIVENESS

41. The Participation of workers in committees and lower level decision-making helps to improve the organisational effectiveness significantly.

42. Supervisor's participation in committees, lower level decision-making also helps to improve organisational effectiveness. However, their involvement in medium level decision-making has more significant influence on organisational effectiveness.
43. The Executives need to involve more in lower level and medium level decision-making to improve organisational effectiveness. Their participation in committees does not have much impact on organisational effectiveness. The effective participation of the Executives in higher level decision-making has a strong impact on organisational effectiveness.

44. In general, the different categories of employees need to participate more in the decision-making process at their level to improve the organisational effectiveness.

45. In most of the cases, the selected variables of participation help to explain more than 56 per cent of variations in organisational effectiveness.

BARRIERS TO PARTICIPATION

46. The organisational size has been the main barrier in reducing the level of participation of workers.

47. Frequent changes in technology has also been realised by the workers as another important organisational barrier.

48. Among the Situational Barriers, the workers feel, attitude of trade unions in the enterprise, time, political conditions and the attitude of the central employers organisations are the four major barriers to effective participation. The
workers are of the opinion that the trade unions existing in the organisation have failed to encourage the workers to participate more. In other words these unions have been acting as an important barrier.

49. The style of functioning of the managers are the foremost barrier in restricting the implementation of participative management. The workers expect the managers to be objective and scientific in their functioning and the participation of workers in the managerial activities need to be recognised and appreciated by the management.

50. According to the opinion of the workers the managers of the organisations feel that it would be very difficult to implement the participative management schemes.

51. The workers reveal that the management fears that the discipline among the workers cannot be maintained strictly if they are allowed to participate in decision-making process. This type of feeling needs to be changed in modern days and the managerial staff and the workers should realise the fact that the employer-employee relationship has undergone a radical change in recent times and the employees also are expected to play a positive and concrete role in the managerial activities of the organisation.

52. The unwillingness of the management to share the power of decision-making also reduces the participation of workers.
53. Of the three barriers, managerial barriers have been felt by more than 35 per cent of sample workers. Organisational barriers assume a second place of importance with 32 per cent and Situational Barriers which is least in importance have been felt by 30 per cent of workers.

54. The presence of barriers has been felt more in the public enterprise, which is large in size.

55. The lack of a proper reward system to participative management, organisational size and the traditional approaches of the organisations are the three important organisational barriers to the Supervisors and Executives.

56. The large size of organisation makes it difficult to mobilize the workers for motivation and active participation.

57. The multiplicity of trade unions have a negative impact on participation. The attitudes of the central trade unions have also been responsible in reducing the level of participation. The employees feel that the attitudes of the central trade unions are not stable and they lack consistent policies. Hence, the central trade unions need to examine and review their policies to ensure stability and consistency.

58. The most important factor which constrains the participation of the subordinates is the lack of expertise. Lack
of competence has also been significantly responsible for low level of participation.

59. Among the different barriers, the presence of Subordinate Barriers has been felt relatively to a large extent.

OF VERIFICATION/HYPOTHESES

H1 There is a significant relationship between participation and education of the employees.

CONCLUSION

The hypothesis does not hold good in the case of workers. However, this hypothesis can be accepted for the Supervisors and Executives. Therefore the hypothesis becomes valid only in the case of Supervisors and Executives.

H2 The level of participation is different among the different categories of employees:

a) Participation is high in the case of Supervisors and Executives.

b) Participation is low in the case of Workers.

CONCLUSION

The participation of the workers is less than that of the Supervisors and the participation of Supervisors is less than that of the Executives. The difference between the Supervisors and Executives with regard to their levels of participation is very
meagre. However, the participation of workers is less than that of the Supervisors and Executives. Therefore the second hypothesis is verified and found to be valid.

H3 Organisational Effectiveness is a multi-variable Phenomenon.

CONCLUSION

All the six factors taken for investigation play a vital role in determining organisational effectiveness. Hence, organisational effectiveness cannot be determined by one factor/variable alone. Further, as far as the relative significance of factors are concerned, it cannot be denied that, all the factors are equally significant in determining organisational effectiveness. Therefore the third hypothesis is also found to be valid.

SUGGESTIONS FOR FURTHER RESEARCH

1. This study on participative management and its impact on organisational effectiveness has been undertaken in two public sector textiles mills in Pondicherry. At times, the political conditions existing in the state, habits and level of education of the employees may also influence their views on participative management. Even though Pondicherry is close to Tamil Nadu, the habits and customs of the people are not identical and hence to study the differences in
perceptions and views about the participative management, a similar study may be undertaken in public sector units situated in Tamil Nadu or in other states.

2. The present study has been conducted in Textiles units only. To investigate whether there exists any difference between the perceptions of the employees in other industries, studies may be conducted in the units of other industries.

3. The two textile mills selected for this study are public enterprises. But worthwhile comparisons could be made only by studying the participative management and its impact on / in private sector units where labour participation scheme has been introduced.

4. This study is static in nature. In course of time, new employees would be joining as old employees retire. Thus there will be significant change in the labourforce after a few years. A similar study may be undertaken in the same units after a few years to analyse how far the levels of participation have changed over a period of time.

5. The study on barriers to participation brings out the fact that the managerial staff feel that the workers do not possess the expertise necessary for effective participation. Therefore, the study can be repeated for the workers after imparting knowledge on participation to examine the effect of training programmes.