III. REVIEW OF EARLIER STUDIES

INTRODUCTION

There are a number of research works on Participative Management in the public and private sector organisations. Most of the studies undertaken abroad on workers' participation goes back to the early period of this century and in India, however, only after the sixty's, this field gained relevance and attracted the attention of the researchers. Only in recent times, scholars from different disciplines attach more importance to explore the important aspect of participative management in an objective and scientific manner. A review of these works will prove to be useful to identify the area of Participative Management which need further research and indepth analysis to enrich the knowledge in the subject. In this chapter an attempt has been made to review some important works connected with the present work. Considering the need for brevity, some relevant works undertaken in participative management after the seventy's only have been reviewed in this chapter and therefore they need not necessarily cover the entire range of the research works in the field.
Alexander, K.C. (1972), "Participative Management: The Indian Experience". ¹

This work has analysed the working of Participative Management in two textile mills and it concludes that a high proportion of workers at all levels were interested in participation. Those with greater interest in participation were generally active in trade union activities and were more educated.

Amaresh Chandra Shukla (1975), "Workers' Participation and Industrial Democracy". ²

This study has been conducted in the printing press industry of Lucknow. The New Government Press, The Associated Journals Ltd., and the Pioneer Ltd., are the three printing presses selected for the study. The universe comprises 1327 workers and the size of the sample is 300 which forms 22.44 per cent of the universe. He has analysed the sociological, economic, political and psychological factors of workers' participation along with the territorial influences. The major findings which emerged from the study are: Workers in Public sector, participate more than workers in the private sector in


all sphere of organised recreational activities and among various incentives, provision for fair wages and participation in decisions have been positively related to high participation of workers. However, the influence of the personal variables such as age, education and experience, on participation have not been studied.

Josip Obra Dovice (1975), "Worker Participation, who participated".  

This study has been conducted in Yugoslavia and it contends that college graduates and high school graduates with technical degree participated in discussion more than all other employees. He also found that skilled workers are relatively more active than clerical employees.

Kalra.S. (1975), "Are we Ripe for Participative Management".

The findings of the study state that 75 per cent of the Indian managers are satisfied with decisions in which subordinates are not involved, while only 29 per cent of the subordinates are in favour of participation.

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Kalra attributes these findings to the Indian culture in which parents usually do not consult their children nor encourage them to participate in important family decisions. In the view of author, an Indian Manager, acts like a traditional father and expects obedience from his subordinates. He suggests that the attitudes of managers as well as those of subordinates should change for effective participation.

Lischeron, J.A. and T.D. Wall (1976), "Attitude Towards Participation and Satisfaction among Nurses".

In this work the authors focussed their investigation on the attitudes and work satisfaction of nurses holding non-managerial positions. The nurses involved were selected at random from the staff lists of two hospitals. The group of non-managerial nurses covered the following three grades: Auxiliary nurses of whom 48 were selected, State enrolled nurses, 43 of whom were involved and State registered nurses of whom 40 were included in the study. Another total of 80 Senior Nurses were selected as managerial sample. They found that the desire for influence increases with the grade of non-managerial nurse involved. The desired influence was the lowest among the Auxiliary nurses, as highest among the

State registered nurses, with the State enrolled nurses falling between these two. In the case of desired medium influence among Auxiliary nurses, there existed the least interest. For desired distant influence, the great majority of Auxiliary nurses did not want to be involved at all. Among the State enrolled nurses the desire for influence was stronger. The State registered nurses felt that they should have an even stronger degree of influence, particularly in relation to serious complaints and in the training of student and pupil nurses.

Deepti Bhatnagar (1977), "Strength and Correlates of Participatory desire among employees in two organisations".

The main aim of this study was to explore the extent of participation in different areas of decision-making and to correlate participation and demographic, personality and organisational variables. The data were collected from 51 production workers of a fertilizer factory and 60 production workers of a textile factory through semi-structured and structured interviews. It was found that in both organisations, deprivation was experienced in all areas of decision-making. The greater

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deprivation was felt for safety decisions. There were organisational differences in the ranks of other decision categories with respect to the magnitude of deprivation. For all decision categories, "fertilizer respondents" experienced greater participation than "Textile respondents". The differences were statistically significant for technical and welfare decisions. Regarding demographic variables, no relationship between these variables and participatory desire could be established. This study did not examine the views of the management personnel for assessing the influence in various decision-making.

Gurjar M.N. (1977), "Unique Experiment in Workers' Participation".7

In this study, the author describes the experiment on workers' participation in Kohinoor Mills and he finds that a remarkable rise is reported in daily output as a result of a positive response from the workers to the new management efforts to improve the functioning of the mills.

Pratibha Malavia (1977), "Perception of Participation in Departmental Decision-making: its relation with job satisfaction, job effectiveness and personality Structure".

This study has been undertaken in two Cotton Textile Mills in Ahmedabad with a sample of 189 supervisory staff to analyse the relationship between individual perception of participation in departmental decision-making and job satisfaction. The author has drawn the following conclusions from the study: The perception of participation is positively related to job satisfaction and job effectiveness variables. The employees with higher perception of participation were more satisfied. Excepting hierarchy level, no other bio-data variables - such as age, education, experience in the unit and salary - is a correlate of participation. The general conclusion is that perceptive participation is related to job satisfaction and job effectiveness irrespective of an individual's bio-data and personality factors.

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Leberman, S.M. and Leberman, R.L.(1978), "Two Case Studies on Workers' Participation in Management".

The study unit is CBS company which is a medium-sized private sector chemical manufacturer located in Northern India and the NBC company which is a large public sector electrical equipment manufacturer. The main objective of the study was to examine the operation of the workers' participation scheme in the two industrial enterprises mentioned. The interviews were conducted with management and labour officials who were involved in the scheme as well as with several worker and manager council members. The authors conclude that the CBS shop councils reflect a relative hesitancy or lack of direction towards decision-making, even in those fields where the shop council should be most prepared to use its expertise. The decision-making performance of the NBC councils was excellent. The joint councils were able to focus the discussion and generate consensus to produce three positive resolutions from every four issues discussed. Further, this study did not classify the different levels of decision-making influenced by the different categories of employees.

Abdul Aziz (1980), "Workers' Participation in Management".

This study has been conducted in eight factories which introduced the scheme of workers' participation in management in Karnataka. The study shows that all the respondents - trade unions, top management personnel, workers and management representatives on the councils - show low preference to participation at the board level. But they are quite favourable to participation at the shop floor level through the newly created shop councils and joint councils.

Prakash Arya, P. (1980), "Nature and Extent of Workers' Participation in Decision-making".

This study has been conducted in Heavy Electricals (India) Ltd., Bhopal and Indian Telephone Industries, Bangalore, with the prime objective of studying the nature and the extent of workers' participation in decision-making. The samples were taken from different

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categories of operative and non-operative workers, top management personnel, officers of the personnel department and trade union leaders. Stratified random samples of 194 workers for HE (I) Ltd., and 181 workers for ITI were drawn from the worker categories. Further 19 management personnel in HE (I) Ltd., and 14 in ITI were interviewed with a structured schedule and 17 trade union leaders from HE (I) Ltd., and 18 trade union leaders from ITI. The major findings of the study are as follows. Firstly, workers of both the plants have showed a high desire to participate in decision-making, and a large majority of sample worker in both the plants have favoured workers' participation in various aspects of management. However, workers' desire to participate was significantly higher in HE (I) Ltd., than in ITI. The data also show that skilled workers had a higher desire to participate in decision-making in both the plants than semi-skilled or unskilled workers. Secondly, majority of the managerial personnel have favoured the idea of workers' participation in decision-making.

Akhilesh, K.B. (1982), "Organisation Development through Participation and Communication Programmes".  

This study has been conducted in a public sector organisation manufacturing electrical equipments. This study employs an experimental design to evaluate the effectiveness of the participation and communication programme used as a tool to bring about the desired changes in an organisation. The main conclusions are: the participation and communication programme is an useful technique to bring about the desired changes in an organisation and it could well be applied as a tool in the hands of management for organisational development. The main gap of this study is that the author failed to suggest the specific form of participation which is useful for organisational development.

Sahu, B.(1982), "Dynamics of Participative Management: The Indian Experience".13

This study is on ten manufacturing and production organisations situated in Karnataka, Orissa and Bihar. Out of these, five were from the public and the remaining five from the private sector. The sample consists of 150 workers, and 142 management personnel from the public sector units and 157 workers and 144 management personnel from the private sector units. The main objective is to assess the existing and desired degree of

workers' influence in different decision areas. The author concludes that the workers have shown considerable interest to participate in the decision-making process of the organisation and the management personnel have also shown the willingness to accept the workers' involvement in decision-making except in distant level decisions. The participative schemes introduced by Government of India have not met with the desired level of success, because different groups have lost faith in the utility of Participative Management for achieving organisational goals. However, the researcher has failed to identify the factors influencing participation.


This is a case study of the O.R.T. Co.Ltd., Berhampur and the study points out that for certain transactional constraints, the experiments with participative schemes as envisaged in the twenty point economic programme have suffered a temporary set back. The author opines that Participative Management schemes

are not merely a means for achieving operational efficiency but and more important they are basically a test of our faith in democracy and socialism.

Sinha R.P. (1983), "Workers' Participation in Unions and Participation Correlates".

In this study the views of 200 union members from four unions of a Bokara Steels Ltd., Bihar have been analysed. The main objective of the study is to examine the proportion of members of the unions under consideration who are interested in union in general, and participate in the activities of unions. It has been found that those who are satisfied with the performance of their unions have shown higher propensity for participation.

Mannan,M.A. (1984), "Workers' Influence in Managerial Decision-making: A Study in Bangladesh".

This study investigates workers' attitude towards participation. The author has collected responses from 108 workers (out of a work force of 8004 workers in

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12 departments) and 60 managerial personnel including supervisors. The questionnaire of Hepse and wall is used with certain modifications. The conclusions which emerged from his analysis are: the workers exhibit a strong desire to influence decision-making at all levels including the strategic decisions which are traditionally taken at the top level of an undertaking. The management is infavour of participation of workers mainly in the local issues and the issues which require co-operation of both workers and management at all levels. Moreover the management does not like workers to have more than 'moderate' influence in distant level decision areas and in bonus issues. The main limitation of the study is that the author has failed to correlate the influence of the participation of the actual workers in different levels of decision-making.

Laxmi Narayan (1984), "Workers' Participation in Public Enterprises".

This study emphasises that participation is a multi-dimensional concept influenced by variables pertaining to the attitudes of the parties, mechanism of participation, atmosphere at the micro level and so on. While analysing the problem he

highlights the need for the synthesis of all variables and an understanding of their implications.

Michael, V. P. (1984), "Industrial Relations in India and Workers' Involvement in Management." The author, through this work, proves that the present system of workers' participation is accepted neither by workers nor by management. The workers aspire for a mechanism through which they can express themselves before the management. They do not want to share authority. But they wish to hear and to be heard.


The author of this study had selected a total of 400 respondents including 150 managers and 250 workers from 8 organisations through purposive sampling. He found that management cadre did not like to accept the decisions of the workers without modifications in it. Some managers, however, agree to accept subordinates decisions without modifications, if such modifications


were not needed. Moreover in Nigeria, workers' participation through collective bargaining has been a successful one. The majority of Nigerian managers do not support trade union participation. Further a majority of them also feel that workers' participation in management would curtail the power of the management instead of merely enhancing workers' bargaining powers.

Pram Nath (1985), "Employee Participation in Units of SAIL".

This study concludes that workers' participation scheme is working smoothly and it has given many benefits such as clearing the channels of communication between workers and management, continuous and systematic discussions leading to suggestions originating from workman, development of new approach based on democratic decision-making and the sense of partnership.

Narendra Singh Bisht (1986), "Participative Management in India".

This study is a micro analysis of the workers in Bharat Heavy Electricals Ltd., Ranipur, (Hardwar) Uttar Pradesh. The analysis is based purely on primary data, collected from a random sample of 200 workers. The main aim of the study is to

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\[\text{Pram Nath. 1985. Employee Participation in Units of SAIL.}
\text{Lok Udyog. XIX, p.5.}
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\[\text{Narendra Singh Bisht. 1986. Participative Management in}
\text{India. New Delhi: Shri Publishing House.}\]
investigate the attitude of workers towards the present system of workers' participation in management and the workers' involvement in the process of decision-making. He finds that there is a considerable agreement between the workers and the management personnel and the workers have a negligible influence over different decisions. Again, both the groups have indicated that the desired influence level can be increased to a greater extent, particularly at medium and local level. However, in distant level issues though the workers desire to have more influence, the management personnel do not express their desire to increase the workers' influence in these issues.


This study has been undertaken in 51 manufacturing organisations - consisting of 23 public sector units and 28 private sector units, located in different parts of the country. Among the 28 Private sector organisations, 15 were multi-nationals and the remaining 13 were traditional Indian companies. The author concludes that 'Participative Management' is the most neglected aspect of climate in the case of the Supervisory staff while it is one of the two most neglected aspects of climate in the case of the workmen staff. Again the findings of the study show that the

emphasis laid by the employers on 'Participation' is considerably less than that on several other dimensions of organisational climate.

Jagdish (1987), "Perceived Occupational Stress and Employee's Attitude Towards Job and Management".

This study was conducted in the units of mechanical and Electrical departments of the Diesel Locomotive Works, Varanashi (Uttar Pradesh). A sample of 400 workers were selected through the proportional stratified random sampling technique. The author found that the supervisors' perceived occupational stress stemming from the various dimensions of their job is \((p \leq .01)\) negatively, correlated with their job and management attitude. It means that perceived occupational stress exerts a more negative effect on the attitude of the employees towards the management.

Nwachukwu, J.C. (1987), "Decision-making In Manufacturing Management - British Production Managers' Attitude".

This study has been conducted through a survey of all production managers in a British manufacturing industry, whose position lay between the inclusive limits of a manager immediately senior to a production superintendent and the director of production. The questionnaires were sent by mail to the selected


manufacturing companies spread over the different parts of England, Scotland and Wales. A total of 170 filled questionnaires were got back and 27 of them were found to be incomplete. So the analysis was based on only 143 production managers. The main objective was to explore the relationship between the perceived degree of participation and demographic variables and the managerial levels and organisation size. He found that the manager's perceived level of participation was significantly and positively related to age, managerial level and perceived autonomy. The relationship between actual participation and educational level was very low and not statistically significant. This indicates that the perceived degree of participation of the managers in decision-making does not depend on his or her educational level.

Aryee, S.O. (1988), "Structural Preconditions for Employee Involvement and Influence in Managerial Decisions".

The primary objective of this work is to investigate respondent's involvement in the selected managerial decisions, and to investigate the extent to which respondents can influence the decisional outcome. The data have been collected from company A, which is a Canada based subsidiary of an American tyre manufacturing company and Company B is a limited liability

company engaged in the development and manufacture of products and services for dental teams. The author has found that, in the case of local and medium decisions, Company B's respondents perceived more involvement than Company A's respondents. Again, in the case of distant level decisions, Company B's respondents perceived more involvement than the respondents from Company A. This study has failed to investigate the influence of demographic variables on participation.

Austin Isamah (1988), "Employee Participation in Management - The Case of Nigeria".  

The study was undertaken in Nigeria and the sample units consisted of 6 private sector and 3 public sector organisations. The questionnaire was specially designed for low level employees directly involved in production activities and to measure their attitudes to work and to life in general. The findings are as follows: Employee participation is largely restricted to collective bargaining and consultation. No other form of participation has been introduced. Moreover, issues discussed under joint consultation and negotiated under collective bargaining are primarily matters affecting welfare of workers. Ultimately, Government and Private employers and managers have a negative attitude towards increased democratisation.

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Balendra Kumar Singh (1988), "Relationship of Participation and Alienation with Job Involvement".  

The study was conducted at Diesel Locomotive Works, Varanasi with a sample of 200 employees. The samples were randomly selected for the study. He found that participation has a significant negative correlation with alienation, whereas participation has a significant positive correlation with job involvement. This study further concluded that, 'high participation' group had a higher job involvement scores in all areas than the low participation group. This study also failed to analyse the relationship between participation and demographic variables. 

SUMMARY 

A thorough investigation and close examination of the above works show that most of the works are mainly related to the analysis of the nature and extent of participation, perceived and desired level of influence, and the influence of personal variables on participation. However, works undertaken to investigate the impact of participation on organisational effectiveness are very very limited in number. The impact of participation on organisational effectiveness towards the improvement of the functioning and 

efficient utilisation of resources is one of the important aspects which should be studied for the benefit of the planners, decision-makers of industries and for the improvement of labour welfare. The present work is a humble effort in this direction.