CHAPTER 6

PROBLEMS IN THE
IMPLEMENTATION OF THE SCHEME

The foregoing discussions reveal that ever since the independence the Government has been keen on promoting workers' participation in management in the country. There has been a growing realization in the country especially in the government circles that promotion of workers' participation would lead to increase in productivity and would be helpful in maintaining industrial peace and accelerating the pace of economic development. With the adoption of planning as an instrument of economic and industrial development, maintenance of cordial relations between labour and management is considered all the more desirable. To achieve these objectives, Government embarked upon different programmes of workers' participation at different intervals of time, for example, Works Committees (1947), Joint-Management Councils (1958), Shop Councils and Joint Councils (1975), Unit Councils and Joint Councils (1977), Shop Floor and Plant Councils (1983), which were launched so enthusiastically, have proved either a failure or a little success and the reason being the problems or hurdles in the successful implementation of the scheme. In the forthcoming paragraphs an attempt has been made to analyse the problems experienced in the implementation of the
concept in Indian industries in general and co-operative sugar industry in particular. The main problems have been stated below -

1) Multiplicity of trade unions, their politicalization and inter-union rivalry have been a serious obstacle in the way of workers' participation in management. In view of the claims, counter claims, apathy and willingness, hostility and cooperation displayed by rival unions or their factions, designation of workers' representatives on the participative forums often becomes a very difficult task. Different unions with different political ideologies have different perceptions of participation which leads to overt clashes in their stand. Even G. Ramanujan, the General Secretary of the INTUC while addressing a seminar at Jamshedpur in 1982 admitted, "For the successful implementation of a participative management scheme, existence of multi-trade union is a big hurdle"1. Another seminar on Workers' Participation in Management organized by the All India Organization of Employers at New Delhi in October 1987 suggested an amendment of the Trade Unions Act "to contain proliferation of trade unions"2.

The study various co-operative sugar mills also revealed the fact that in almost all the units under study is having multiplicity of trade unions at local level and their affiliation at central level. Table no. 5.5 is the evident of this fact.

2. All India Organization of Employers - New Delhi, Proceedings of National Seminar on WPM, October 1987, PP. 121.
2) The existence of a number of participative forums the works committees, joint management councils, shop councils unit councils, plant council, safety committee, canteen committee, P.F. committee, suggestion committee etc. each with an ill defined role and functions has often created confusion. This leads to duplication of efforts resulting in a waste of time and energy. The resultant effect has been the improper functioning of the scheme.

3) Many employers and trade unions in the country have considered the various schemes of workers' participation in the country as having been imposed on them by the Government. The Government, with its anxiety for maintaining cordial relations between labour and management, encouraging increase of production and productivity and of accelerating the pace of industrial development, came forward with different schemes of workers' participation in management at different intervals of time. In spite of the general acceptance of the importance of these participative forums in Indian industries, many employers and trade unions still consider them as an imposition from outside. Experience has shown that where the schemes have been the outcome of collective agreements, they have been more successful. "Any scheme of workers' participation involves attitudinal change, both for workers and employers, and as such, should be voluntary. Its
enforcement by law or compulsion would thwart the very purpose of this scheme and would act as a serious constraint in its successful implementation”1.

4) The industrial relations scenario has been wedded with friction and unrest. At no point of time in the economic history of the country the industrial climate has been free from disturbances. In such a climate the Government introduced a number of schemes which proved partial success.

5) Although the national organizations of employers and central federations of trade unions supported the schemes at national forums and actively co-operated with the Government in their formulation, they have generally failed to enthuse their affiliates about the schemes. The various schemes experimented within the country are mostly for the shop or enterprise level in which the primary unions have to play the main role. In the absence of their indifference towards the schemes, it is futile to expect their smooth establishment or functioning.

6) It has also been realised that lack of proper education and training with regard to the content, process and other relevant aspects of participation have also proved an impediment to the growth of workers' participation in the country. The success of the schemes depends in a large part

on an unbiased understanding of the problems of the enterprise and appreciation of the views of one party by the other, but such a situation is hardly prevalent in the country.

7) Non-co-operative attitude of working class is also a major factor responsible for the unsuccessful implementation of the scheme. Sometimes such issues are raised by the workers' representatives on the various participative forums which are beyond the scope of those forums or bodies. This attitude tempts the employers not to use the scheme while dealing with workers' problems. This fact is having a reversal effect on the working of the scheme.

8) One of the major obstacle in the way of effective working of the scheme is that there are unnecessary delays in the implementation of the decisions arrived at by the various participative forums. This delay generates apathy and frustration among the workers which leads to disinterest in the participative schemes.

The above are some common problems which are experienced in the implementation of a participative scheme in almost every industry. Further an attempt has been made to analyze the hurdles or problems faced by the researchers in this context. Tanic has observed, "It appears that the experience of workers' participation in India is not only at the lowest level of evolution but also that workers, unions, employees and state do not have any real interest in its success. The necessary economic, social, political and
cultural conditions concomitant to the success of such an experiment are not ripe in India" 1.

The National Commission on Labour in its report has pointed out the following reasons for the unsuccessful functioning of the works committee: (a) Advisory nature of the recommendations; (b) Vagueness regarding the exact scope and functions of the committee; (c) Inter-union rivalries, (d) Union opposition; (e) Reluctance of employers to utilize such media, (f) Raising of extraneous issues by the workers' representatives in the committee meetings, (g) Unhelpful attitude of the employers; (h) Conflict between the jurisdiction of union and the jurisdiction of the works committees" 2. The Commission further noted the important hurdles coming in the way of effective working of the J.M.C. as: (a) inadequate interest shown by employers and unions in making their affiliates enthusiastic about it, (b) employers' objection over the title of the scheme, (c) workers' desire to go outside the prescribed framework, (d) perception of progressive employer of J.M.C. as superfluous" 3.

Alexander K.C. in the context has noted "the lack of democratic approach to the solution of problems at all levels of the society, lack of strong trade unionism, lack of proper educative measures for changing organizational structure of corporations and character of management, lack of participative interest and motivation in management, workers' low educational level and living standard, and lack of a climate of goodwill and trust among workers and management" 4.

3. Ibid, pp. 343-45.
Sheth, in his study on the working of the JMCs, has also pointed out that (1) lack of co-operative attitude in the management and labour towards consultation (2) lack of sound base of unionism, (3) lack of pursuasion in setting up join consultative machinery, (4) lack of clear cut demarcation of the functions of the J.M.C., and other consultative committees, like works committees, production committees etc. are the main hindrances on the way of proper functioning of JMCs. He has, however, remarked "the Joint Management Council is effective and acceptable to the people and groups concerned with it wholly, if it meets the perceived needs of each of them at the level of the organization. The Joint consultative machinery imposed from above or accepted after hard pursuasion from out side may at best create only a mirage of success"\(^1\).

Tanic, observed the main hurdles in the way of proper functioning of participative institution in India (a) lack of dominant and strong trade unions (b) inter-union rivalry (c) development of lowest level of participation, (d) lack of real interest in workers, unions, employers, managers and State, for the success of workers' participation in management, (e) lack of ripe or favourable social, economic, political and cultural conditions concomitant to the success of such experiments\(^2\). He has further noted that "although a worker is recognized as a partner of management in joint bodies, consultation or decisions, he is not an equal partner in reality"\(^3\). Tanic has also emphasized the need for a higher degree of culture and education of all the participants, especially on the part of

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3. Ibid., pp. 176-178
workers. In this connection, he has also pointed out that "negligence of workers' education and culture by the industry is an important hurdle and so long as a worker is obliged to be engaged more in the economic as compared to the social pursuits, his opportunity for participation will remain limited. It is impossible to expect higher degree of participation from individual workers if they are experiencing role conflict due to the social and economic changes"1.

Mhetras in his study on workers' participation found the following main obstacles in the way of successful functioning of Joint Management Council: (a) prevalence of reservations among employers, managers and workers concerning the scheme, (b) hesitancy of management to share with workers its right to manage, (c) workers reluctance to share the responsibilities of participation in managerial action (d) lack of clear cut distinction between J.M.C. and other consultative bodies, (f) negligible impact made by the council on productivity, workers' welfare and satisfaction, and the overall pattern of industrial relations in the unit. He further emphasized the need for proper attitude on the part of the managers, workers and union leaders to accept the philosophy of industrial democracy and to try out the J.M.C. in a spirit of give and take"2.

Pylee in his study has counted the following important hurdles coming in the way of effective participation through the Joint Management Council:

(a) Officially inspired and sponsored unions.

(b) Workers' apathy, resistance and irresponsibility due to manipulative practices adopted by the management;

(c) Proformas existence of the scheme;

(d) Lack of workers' participation in management at different levels of the organization

(e) Lack of management's interest and sincerity;

(f) Lack of participative climate in the entire organization

(g) Workers' attitudes of non-seriousness

(h) Inferiority complex among workers;

(i) Workers' lack of confidence in management; and

(j) Trade unions affiliations with political parties".1

Verma has suggested that "management can turn the joint committees into creative institutions by sympathetic appreciation of the point of views of workers. Only in the atmosphere of mutual trust the system of participative management can flourish. It is also observed that in the absence of legislative framework for any scheme, management usually makes changes in it suiting its own interest. This in turn make the workers unable to suggest any thing about the proposed structure and other aspects of the scheme. Thus, it works as an important hurdle in effective participation. It is, therefore, necessary that there should be proper legislative framework for any scheme, as it not only lays the basis for a

systematic foundation but it also provides a signal to the partners (of the scheme) to move in a particular direction in their interactional process\(^1\).

Dayal however has shown in his study that "dependency proneness of Indian personality motivates workers to seek nurturant behaviour i.e., anticipation for patronage and a personalized pattern of relationship which in turn works as an obstacle in the way of effective participation in management"\(^2\). He also observed that any participative scheme having limited scope developed frustrations among workers. This in turn works as an important hurdle in attracting their effective participation. This fact is also obvious in the context of the present scheme. It has not covered many areas of industrial management e.g., bonus, wages, industrial relations, financial matters, planning and development policy, rationalization, automation, purchase and marketing, promotion, transfers, dismissals, retrenchment, hiring and firing of employees, work design, job enlargement, job enrichment and work evaluation, decisions, etc. In fact the present scheme has emphasised the economic objective and has sought to optimize only production, productivity and efficiency\(^3\). Poole has pointed out that ever since the advent of industrialization, economic insecurity has been persistent hazards for working people and under such circumstances the desire to control job opportunities has been paramount. With dissatisfaction towards job situations, workers

\(^3\) Quoted in Vishwanath - Workers' Participation in Management - Mittal Publication, New Delhi, 1992, pp. 43-46
cannot perform effective role by participating in the functioning of the scheme"¹.

The multiplicity of unions and inter-union rivalry, provide an opportunity to the management to play with one union against another and exploit situation in participative bodies. This in turn not only affects adversely workers management relations but also acts as a major hurdle to workers' involvement and participation in management. Thus, there is a paramount need of having one strong union in one organization. Then it has also been found, that many specialized departments under a shop are not properly represented when workers' representatives belonging to the shops are nominated by the union of the enterprise without seeking the consent of workers of that shop or department.

**Problems in the Implementation of the Scheme in Co-operative Sugar Factories**

The basic characteristics of labour in sugar industry is quite different than those of labour in other industries. This industry is seasonal in character, it employs larger number of employees on seasonal basis and only a smaller portion of the permanent workers. The total labour strength is employed in four different trade names - highly skilled, skilled, semi-skilled and unskilled excluding clerks and supervisors - The salient feature of the workforce is that of these highest percentage of workers is in the category of unskilled.

¹. Quoted in Vishwanath - Workers' Participation in Management - Mittal Publication, New Delhi, 1992, pp. 43-46
Similar to other industries the sugar industry in co-operative sector is also facing numerous problems and hurdles in effective implementation of the scheme of workers' participation in management. Unlike other industries co-operative sugar industry is not protected by the same legal framework as is available to other industries with regard to the scheme. The co-operative sugar industry could not be benefited with the legal support given by the state Government in the form of works committees constituted under the provisions of the Industrial Disputes Act, 1947. The works committees were abandoned in sugar industry in the state of Uttar Pradesh due to inter-union rivalry in the year 1950 while the sugar co-operatives owe their origin since 1959. Other schemes of the Government do not impose any legal binding upon the sugar co-operatives in this regard. The co-operative sugar industry is governed by rule and by laws of the U.P. State Co-operative Societies Act 1965. This state Act does not provide for any mechanism for the implementation of the scheme in industry. All the schemes introduced in co-operative sector after 1975 are voluntary in their nature and in the absence of legal binding it is futile to expect any success of the scheme. The co-operative sugar mills under study are also suffering from the problem of the existence of multiplicity of trade unions both at local and national level. Table no. 5.5 is the evident of the fact. Moreover, these trade
unions are affiliated to different political parties having different ideologies. INTUC is affiliated to Congress Party, while CITU with Communist and BMS with Bhartiya Janta Party and the like.

However, in order to determine the perception of the respondents regarding the problems in the implementation of the scheme in co-operative sugar factories in India and U.P. the information from the management, workers' representatives, trade union leaders co-operative sugar factories federations etc. was gathered through questionnaires/personal investigation. Views of some political leaders were also received by personal interaction. The information collected from the various parties concerned gives the different viewpoint regarding the scheme in question and the reasons assigned by different groups vary from group to group and person to person.

**Attitude of Trade Unions**

Most of the workers' representatives or the trade union leaders in co-operative sugar mills under study, when interviewed pointed out that they had no faith in the integrity of their employers. They said that the management never wanted to share the power with the employees. They alleged that the management has been selfish by nature. They pointed out that shop councils and joint councils are activated in abnormal situation of industrial
relations and the scheme is shelved without assigning any reason when situation returns to normally. The workers' representatives also alleged that the attitude of management has always been indifferent towards their participation in management. They stressed that they were neither briefed about the agenda nor of the date and the venue of even the most important meetings held to decide issues related to the workers' interest and their sharing of power with the management.

An attitudinal difference has been experienced while interviewing the workers' representatives and trade union leaders with regard to the level and the extent of participation. They don't agree with the views of management as well as sectoral co-operative federations. The 80 per cent of the management representatives are of the view of allowing workers only in the informative stage participation and area should be the matters concerning labour welfare seeking participation in consultative and suggestive stage and the extent of participation upto 70 per cent in policy making and 30 per cent administration and supervision. The Chief Executive / General Manager adopts an autocratic behaviour and pays no heed towards the solution of their problem. The workers opined that there is no effective communication system in the sugar mills as they have no emergency channels for emergency
consultation and information regarding their problem. The worker representatives or trade union leaders argued that the managements have not been following the rules prescribed for holding the required number of meetings during the year. They also informed that the proportion of the workers' representatives has been inappropriate. They are not given the leave facility to attend the meeting. They alleged that no penalty or fine is ever imposed on the management for their failure to give proper representation to the workers. Moreover in such cases workers are denied legal support. The Government is also not forming grievance redressal forums in the mill. During discussions the workers also opined that the management suffers from the superiority complex - on the ground that majority of the General Body comprises of the cane growers who come from the same social strata to which workers belong. Hence they feel uncomfortable to sit with the workers and share their views in the matters relating to the enterprise. They also alleged that the management takes a lot of time in implementing the decisions taken in the meetings of shop councils/joint councils.

**Attitude of Management**

On the basis of information gathered from the representatives of the management in co-operative sugar mills under study it is argued that the management refuted all the allegations made by
the workers, trade union leaders, their representatives in shop councils or other such bodies. The management in general is of the opinion that they have implemented the scheme of workers' participation in some or the other form in their units. The main hurdle in the way of implementation of the scheme has been illiteracy on the part of workers. They view that almost 70 per cent of the workforce is unskilled and majority of them illiterates. They are lacking proper education and training which is main hurdle in the successful working of the scheme. If they are elected to be a member of shop council or joint council, they raise unworkable issues. 86 per cent of the management representatives views that the attitude of the workers has always been hesitant. They opposed each and every scheme in the first stance without viewing viability and benefits inherent in the scheme. They are not serious towards the implementation of the scheme. In most of the cases their representation in the meeting is lesser than that of management representatives. Moreover they raise the issues related to their personal grievances. Sometimes on some minor issues they are adamant to work stoppage which leads to loss of time. Being the seasonal character of the industry as well as workforce the overall crushing period is sometimes reduced due non availability of workforce in time. During discussions the management representatives told that existence of multiplicity of trade unions is
one of the major hindrance in the working of the schemes. Almost every sugar mill is having their own association or union which is affiliated to the local union of that particular area and that union is affiliated to a recognized trade union at the state or national level. Since these unions have their alliance with some political parties, this leads to inter union rivalry and sometimes a sugar mill becomes a political platform rather a processing unit. In such a situation it is difficult to decide the representative character of a worker. They admit the fact that the workers do not have faith in management and therefore do not work in unison. Despite the fact that the shop councils or joint councils set up under the present scheme are only advisory bodies in nature and do not have any executive power, still trade unions consider them as their rivals and to their existence. These short comings contribute to overall disfunctioning of the scheme.

**Attitude of Co-operative and Political Leaders**

The co-operative movement is an important instrument to establish new socio-economic structure for the rapid development of a country. The movement originally started against the capitalist exploitation of workers and irrational inequality. The concept and practice of co-operation in economic activities provide pecuniary gains and the improvement of the social and democratic conditions
of co-operators. The idea of cooperation developed as an association of persons who pool their limited resources for economic activity for their social and economic betterment and common need on the basis of equality and mutual aid.

The co-operative leaders in the field of co-operation try to propagate the idea and expand the co-operative movement. Since cooperation has proved as an important via media to uplift the down trodden society, the co-operative societies try to provide a base to them. As we know that membership of these societies is voluntary and available to all without artificial restriction of any social, political, racial or religious discrimination. Since co-operatives are established and run on democratic principles, the members enjoy equal rights of voting and participation in decisions affecting their societies. The philosophy behind the concept of workers' participation in management is to involve the workers in decision making process in an organization. From the foregoing discussions it is evident that no legal support is available to the scheme, the workers are deprived of their appropriate participation in sugar co-operatives. The co-operative leaders are the representatives of co-operators hence they have no positive and effective role to play for the implementation of the scheme.
The scheme of workers' participation has been a point of discussion among intellectuals and social thinkers. It has never been the agenda of political parties. This idea did not occupy any place in the election manifesto of any political party except 6th place in the Twenty Point Economic Programme of Mrs. Indira Gandhi, during internal emergency in 1975. The most of the political leaders having interest in the functioning of the mills under scrutiny, belong to the large and affluent section of canegrowers of the area. They exercise control over smaller canegrowers and present themselves as protectors of their interests. In addition to that their political affiliation to a political party adds to their power and clout. If their political party happens to be in power, their influence over the canegrowers increases. Consequently they assume position which gives them a prime place even among the workers of the mills. Whenever they find that their own interests are in danger, they resort to tactics which lead to stoppage of work on flimsy ground and genders animosity between management and the workers. Thus the role of the political leaders is not helpful to the implementation of the scheme. On enquiring about the problem and hurdles in the implementation of the scheme these leaders alleged that the illiteracy of workers and lack of political safeguards have been the cause of ineffective working of the scheme in co-operative sugar mills.
**Attitude of Co-operative Sugar Factories Federation**

As we have discussed in earlier chapters that sectoral co-operative federation i.e. NFCSF and U.P. Co-operative Sugar Factories Federation Ltd. are coordinating bodies rendering promotional, technical and financial assistance to their member co-operative sugar factories running in the country. They monitor the technical performance of the sugar mills under their control. They guide and help the member co-operative sugar mills and distilleries in various fields such as disposal of products, purchase of machinery etc and also give legal advice to them. On interviewing the officials about the scheme and its slow progress in the field of sugar co-operatives, the representatives of the federation opined that the scheme is lacking political support from the Government. As per their information no circular from the Government has been issued to the federation requiring the implementation of the scheme of workers' participation in co-operative sugar mills.

On enquiring about the slow progress of the scheme in this field they viewed that the nature of the schemes introduced since the declaration of Twenty Point Economic Programme, has been voluntary and not mandatory. So what to think of the success of a scheme without state directives. Agreeing with the philosophy of the scheme they favoured the effective implementation of the
scheme giving representation of workers at the board level. They advocated that the workers' should be made shareholders and at least one elected member from among the workers be there in the Board of Management. Responding to the point of main hurdle in the implementation of the scheme, they pointed out that lack of education and training among workers has been the main hurdle in the way of the success of this scheme.

On the basis of the attitude of various parties concerned, a consensus evolves that the whole system in which workers' participation has to operate is itself not conducive to this approach. But this is not supported by the study conducted for the purpose. Responses of the workers and workers' representatives, management representatives and others show that the problems revised by these segments with regard to participative management are not considered too serious. In the light of the discussions with all the above concerned parties, the following points seems to be the main hurdles in the way of effective working of the scheme -

1. Due to ideological differences between labour and management it is not possible to have any successful scheme of workers' participation.

2. Lower social strata of workers will not allow the scheme to be a success.
3. The present system is management dominated.

4. Participative management is not possible due to autocratic behaviour of management.

5. The participative management is not possible due to non-co-operative attitude of working class.

6. Worker is competent to participate in decision making at various levels.

The respondents' perception with regard to the main problems discussed above can be analyzed with the help of the following table.
Table: Respondents perception to some basic factors affecting participative management in co-operative sugar factories.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Management Representatives (Percentage)</th>
<th>Trade Unionists (Percentage) / Worker Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>N</td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Due to ideological differences a successful scheme is not possible</td>
<td>36</td>
<td>12</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower social strata of workers will not allow the scheme to be a success</td>
<td>38</td>
<td>14</td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The present system is management dominated</td>
<td>32</td>
<td>26</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participative management is not possible due to autocratic behaviour of management.</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The participative management is not possible due to non co-operative attitude of working class</td>
<td>55</td>
<td>18</td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Worker is competent to participate in decision making</td>
<td>33</td>
<td>21</td>
</tr>
</tbody>
</table>

A = Agree, D = Dis-agree, N = Neutral
IDEOLOGICAL DIFFERENCES BETWEEN LABOUR AND MANAGEMENT

The responses to the first problem due to ideological differences a successful scheme is not possible shows that 36 per cent management representatives and 51 per cent trade unionists or worker representatives agree with the statement. While 52 per cent management representatives and 39 per cent trade unionists and worker representatives disagree with the statement. And 12 and 18 per cent respondents from both the side remained neutral to the statement. The perception of ideological differences is seen more intense in the views of worker representatives, but does not seem to be the basic factor in the success of the scheme.

Lower Social Strata of the workers

Because of lower social strata of the workers it is believed that the workers is inherently inferior to the management. This inherent inferiority will not allow the scheme of participative management to be a success. This statement is supported by 38 per cent of management representatives and 43 per cent of worker representatives. 48 per cent management representatives and 42 per cent trade unionists did not agree with the statement. While 14 per cent managers were neutral on the point. 48 per cent i.e. majority of managers disagree with the statement while 42 per cent workers disagree with this view and 15 per cent of them were neutral. Thus majority of the management representatives are not
opposed to associating the workers in decision making process on this flimsy ground.

Management Dominated System

The present system is management dominated which is a prominent factor in the way of the success of this scheme. It is alleged that management does not want to share power with workers. This attitude of management put hurdles in the successful implementation of the scheme. Majority of the managers (42 per cent) disagree with this view while majority of workers (65 per cent) agree with the above statement. While 26 per cent just keeping mum. On the other hand only 28 per cent of workers disagree with the statement. It is a proven fact that the present system is management dominated. This dominance be reduced by some constructive efforts in this regard.

Autocratic Behaviour of Management

An autocratic or authorization attitude of management is a big hurdle in the way of participative management. On this point only 54 per cent managers disagree with the statement alongwith 32 per cent workers. In all 43 per cent of both the segment disagree with the statement. It mean majority of the workers and managers feel that the autocratic attitude of management is a big hurdle in the success of participative management. Hence efforts should be made to create such an environment in which both managers and workers should work on equal footings to achieve the desired goals.
Non Co-operative Attitude of Working Class

It is said that the participative management is not possible due to non co-operative attitude of working class. This statement is not supported by the trade unionists as only 28 per cent agree with the statement while 59 per cent disagree on the point with 13 per cent remaining neutral. On the other hand majority of management (53 per cent) agree with the statement while only 27 per cent disagreeing with the statement. The management is of the opinion that the workers are not interested in sharing the responsibility which is provided with participative management. It is alleged by the management that worker representatives on the various participative forums raise unworkable issues. Their absence in the meetings also pin-points their non-co-operation. Hence spirit of participation be imbibed among workers.

Competence of Workers

It is alleged that workers are incompetent to participate in decision making process. The factors responsible for this incompetence are lack of education and training, inherent inferiority etc. But the point no. 6 in the table that the workers are competent to participate in decision making is supported 75 per cent by workers and 33 per cent by management representatives. In all 54 per cent of both the segment is in favour of the statement. At an average only 32 per cent from both the segment denied the statement and almost 15 per cent did not opine.
Thus on the basis of the above facts it is evident that the workers are competent to participate in decision making process. But the question arises how to involve the workers in the decision making process, and up to what level or extent they should be given participation? In this regard the perception of both the parties differ. The management is interested to involve them at informative level but the workers are interested in suggestive and joint consultative level participation. Apart from above, the participative scheme can be viewed from various other angles such as the attitude of trade unionists, multiplicity and politicalization of trade unions, inter-union rivalry, mutual faith between workers and management, decision making and its implementation etc. All these factors influence the spirit of participative management and sometimes put obstacle in the success of the scheme. Some effective measures should be evolved to overcome all these problems.

The findings of the study and suggestions for making the scheme of workers' participation in management effective and meaningful will be given in next chapter.