CHAPTER-7
Conclusions and Suggestions

Introduction:

In the foregoing research, and empirical assessment has been made of the working of the scheme of worker’s participation in management of co-operative Dairy Industries as well as Government and co-operative Fertilizer units of Gujarat.

The Study was based upon the data obtained both from secondary sources (like annual reports, minutes of the meeting, five year plans, statistical abstracts, monthly review of the Gujarat Economy, Annual data of Dairy Industries and Fertilizer Industries etc.) and the primary sources which included interviews, questionnaires, books, journals, articles, reports, orders passed by the Government about the scheme, legal concepts from the law constituted by Government, earlier research work, as well as direct observations in the field. It was primarily on the basis of these works that a comprehensive worker’s participation and its conceptual discussion was attempted. A schedule was designed and administered to both categories of respondents e.g. workers and management those who were decision makers as well as they were also the beneficiaries of the system. This study is also compared with the study made after adopting TOP technology in selected units e.g. Sabar Dairy, Himatnagar and IFFCO, Kalol (N.G.) and on the basis of its empirical assessment how far the TOP technology in JMC is successful can be implemented in particular units.

The main objectives of this research work has been to undertake the study and compare the impact of the schemes of worker’s participation in management (JMCs) in managerial decision making machinery in co-operative Dairy Units and Fertilizer units.
To study the social profile and attitudes of the respondent workers, their representatives as well as management’s representatives of the J.M.C. of the co-operative Dairy plant of Gujarat and in selected co-operative Fertilizer Industries to investigate into the organizational structure of the machinery.

To suggest measures for the success of the scheme of Worker’s Participation in Management and the concept of Participative Management. (By adopting principle of Technology of Participation in selected organizations.)

To begin with it has been established that worker’s participation in management is not a new concept. It was there in the earlier stage of socio-economic development, i.e. under manorial system, Guild system and also under the domestic system. This system of worker’s participation in management prevalent in various countries of the world under different names, i.e. self management system of Yugoslavia, co-determination of west Germany, Party guided system of Poland, Hisstradut of Isarael, joint consultation of Britain and France etc. As a matter of fact, its nature, scope, form and levels of participation differ according to the social order. While in the capitalist social order, it is confined to individual concerns and may assume any of the forms. Informative, consultative, associative, administrative and decisive and even the preliminary form of information sharing is considered as participation. In the social order, for instance, in the Soviet Russia and Yugoslavia, participation pervades the entire economic system from top to bottom and there is no section or phase of the workers.

In India labour management co-operation was sought to be established from 1931, merely for industrial place by the voluntary establishment of the workers’ committees. Which later on became
obligatory since 1947. Thereafter the experiment of joint management
council for introducing and working Workers participation in
management was enforced to implement the industrial policy and
Resolution of 1956. Yet both the above stated experiments failed to
achieve their objectives. Thereafter from October 30, 1975 a new scheme
of shop council at the shop-floor level and joint council at the plant level
was made applicable both in the public and in the private sector. This is
the scheme which is working in the co-operative Dairy units and co-
operative Fertilizer units.

The empirical work commences with the study of the social
background of the mass of the workers, and the workers and management
representatives to the joint management councils.

It has been revealed that in between 20 to 40 years of age majority
of the mass of the workers are 52%, where as it has been found 57% in
managements members area. Then a great majority e.g. 85% of the
workers members and 100% of the management’s members were found
to be married. With regard to caste, a majority of the respondents e.g. the
50% men of the workers’ members were from upper class and among
management’s members 66% men of the members were from upper class.

Regarding educational level, a big gap was found between the level
of the men of the workers in graduation level was 23% i.e. management’s
members were 39.39% where as workers’ members were 16.67%,
Similarly total 30.30% of total management’s members were holding
higher Education such as technical Degree, Law Graduation and Ph.D.
Degree. Where as in worker’s members only 18.18% of the workers were
holding only technical Diploma and 50% of worker’s members were
having educational level of std. VII the std. to S.S.C.E.
Regarding skill, majority of the men 75% the workers' members and the Joint management council belonged to the skilled category. Whereas 83% of the men of Managements' members belonged to the skilled category 100% of the management’s members were from the official cadres. Where as 30% of the workers members were from supervisors’ rank.

The study of the organizational structure of the joint management councils in Dairy Industries and Fertilizer Industries revealed that it is in various respects at variance that laid down in the model constitution of the Government of India. Regarding distribution of the sample on the basis of status 54.55% were there from supervisory and managerial cadre and 75.76% were there from production group and clerical group.

Regarding analysis made for ‘Type of decision worker’s members in ‘economic, Type’ were 85.72% average and management’s members were 49.04% average while in ‘Personnel type of decision’ 84.34% were from worker’s representatives and 75.25% were from managements’ representatives. In ‘Social type of decision’ also 87.49% were from worker’s members 70.97% from managements’ members.

Regarding numbers of JMC meeting held was for 33.33% time than the required number of meetings to be held per year during 1999-2000 to 2001-2002.

The reasons of irregularity of meetings were 15.15% due to of lack of quaram, 18.18% due to lack of Agenda, 70.35% due to some unforeseen events as per analysis conducted for both management’s members and worker’s members.

Analysis Regarding decisions taken by JMC in Dairy Industries in 52 meeting (during three years) 617 decisions were taken for 636 items. It amounts to 97.01% disposal total 19 items were rejected and 2.99% items were rejected.
Regarding Economic, personnel and social types of decisions in selected and social types of decisions in Fertilizer units Average 85.88% of worker’s member and Average 65.80% of management’s members had desired participation in JMCS.

Now let us see the normative model for participative management in co-operative Dairy and Fertilizer Industries of Gujarat.

Normative Model For Participative Management in Co-operative Dairy and Fertilizer Industries of Gujarat

Workers participation in management is an idea which developed inter alia as a result of refinement in management through. Association of labour with management has become a necessity of the times because it is the cornerstone of the human relations. True and effective labour association in management of Industries holds the key to maximizing productivity through cordial industrial relations oriented towards quality service to the community. But in India it has proved less effective if not entirely ineffective ever since it was employed. The micro study of Co-operative Dairy plants and fertilizer plants of the present work has revealed that the present form of Workers' Participation in Management is defective and that actual participation of workers in all affairs at their respective levels from bottom to top would be more suitable for Indian conditions. The study has revealed that two types of participation plans should be evolved for Indian undertakings viz two-tier plan (as envisaged under the scheme of Workers' Participation in Management in 1975 viz. Shop Council at the shop-floor level and the Joint Council at the enterprise level) for single plant undertakings and three-tier plan for multi-plant undertakings. This study, therefore, purports to present a scheme for a three-tier system of workers' participation in management as an alternative to the present form of workers' participation.
EXHIBIT 7.1

NORMATIVE MODEL OF WORKERS PARTICIPATION IN MANAGEMENT

BOARD OF DIRECTORS

CHIEF EXECUTIVE

MIDDLE LEVEL COMMITTEE OF WORKERS AND EXECUTIVES - ELECTED

SHOP FLOOR COMMITTEE OF WORKERS - ELECTED

WORKERS

One elected representative of workers

One elected representative of executives

EXECUTIVES
THE NORMATIVE MODEL

On the basis of above analysis, normative model founded for Co-operative Dairy and Fertilizer Industries can be divided as under:

The normative model of participative management has two important aspects:

(1) Premises and (2) the Structure.

1. Premises

The operability of this model depends on the following premises:

(i) Participative management is a compulsory feature of every type of enterprise which should have a statutory sanction;

(ii) Workers, managers and the shareholders are psychologically prepared and emotionally and ethically committed to implement the system of participative management with success;

(iii) Workers possess the necessary ability to participate at different levels of management;

(iv) Unions should reconcile to two-union system and the concept of majority and minority union operating in an enterprise.

Participative management cannot be implemented in letter and spirit unless it is brought on the statute book of the country. By doing so it will make it compulsory for the Government and employer to involve workers in decision-making process at every level of authority. The law will provide recognition to the concept of participative management but its real success depends on psychological preparedness and the emotional commitment of management and shareholders to accept workers as equal
partners in decision-making process. The management shall have to
develop a democratic attitude to tolerate the criticism and to
accommodate the workers' viewpoint on merit which is not possible
without the requisite mental, transformation. This calls for extensive
executive development and elaborate professionalization of management
with a view to transforming administrative bureaucracy into the cult of
managerial culture.

The model while suggesting fundamental changes in the-legal
framework and attitude of management also requires the needed
preparedness on the part of workers and the unions. Though it is too
sweeping remark that workers are not education endoergic to participate
in decision making process at different levels but it is correct to a great
extent that many of them are ill equipped to make any meaningful
contribution to arrive at any definite conclusion. For this purpose the
worker is also to transform himself to leave the age-old complex of the
"ruled" by the management. He should inculcate in himself a new sense
of confidence, quality and a degree of maturity. He should acquire the
needed competence to evaluate things on merit and establish the new
image of responsible, mature and pragmatic partner in the joint venture.

Participative management has received a lower level of priority
primarily because of the weaker capacity of collective bargaining. The
power of collective bargaining has been eroded by union rivalries, their
multiplicity resulting in cutthroat competition among themselves and the
outside leadership misdirecting the union efforts. This situation may be
rectified if the unions agree to implement two set of steps: (1) instead of
multiple unions in an enterprise these should be only one union; there
should be only one union (2) the unions should agree to- the concept of
majority and minority unions. If need be, some legislative measures may
be taken to legalize this concept. Finally it will be appropriate in the
larger interest of the workers that political station of trade unions is avoided by having leadership from their own rank and file. The outside leadership generally uses the unions for their own vested interests, at the cost of workers. It is also essential that each worker should enroll himself as the member of one of the two union; operating in the enterprise. It should be compulsory for the workers to be a member of the union of their choice.

2. **Structure (Three-Tier System):**

The model envisages participation at three stages, viz., (i) Communication stage, (ii) Participation and decision-making stage which can be held at two levels shop floor committee level and middle high powered functional committee level and (iii) Top management stage.

(i) **Communication Stage:** This is the stage where in all the organization in the supervisors and the It workers establishes communication establishes an informal link between; each and every individual in the organization and the top management with the help of effective communication.

Suggestions, opinions, inventions and findings regarding the development of techniques, improvement of methods, readdressing grievances and the removal of complaints of each worker may be communicated to his immediate supervisor or superior. After consideration and, if necessary discussions with the person concerned, he may solve, the problem himself and implement the change at his level itself, of course with the sanction of the superiors concerned in case of significant changes. In case he thinks that the suggestion is not fit, he can dispense with it at his level after discussion with the person where,
EXHIBIT 7.2
COMMUNICATION MODEL OF WORKERS PARTICIPATION

(1) DGM1, DGM2, DGM3, etc. are the Deputy General Managers.
(2) SS, SS, SS, SS, SS, SS, SS, SS, etc. are the Section Supervisors under each Deputy General Manager concerned.
(3) W, Wj, W1, W2, W3, etc. are Workers under each Section Supervisor.
Note: There can be many Workers under one Section Supervisor and there are Workers under all Section Supervisors.

C1: is the communication channel from top to bottom, i.e. from Director Board to Workers (downward channel).

C2: is the communication channel from bottom to top, i.e. from Workers to General Manager and Director. Board (upward channel).

C3: is the communication channel from one Deputy General Manager to another.

C4: is the communication channel from one Section Supervisor to another.

C5: is the communication channel from one Worker to another.

If the worker is not willing to accept such a disposal and if the supervisor is not in a position to convince the propose, it can be referred to the superior concerned. Strategic and fundamental questions may be reported to the authorities concerned.

For example, if the question relates to production matters it should be reported to production manager, financial matters to the financial/finance manager, purchases to the purchase manager, personnel affairs to the personnel manager, and so on. In consultation with the General Manager and the Board of Directors, according to the merits of each case, the concerned line manager can effect the changes or reforms in the respective department. A worker who suggests a new practical reform worth rewarding should be duly rewarded, acknowledged and honoured. Incentives, cash awards and merit certificates should be given and should be properly publicized among all categories of workers.
Similarly, when a new reform renovation is made from the top, the General Manager may convey the news to his subordinates and to the workers concerned through the channels and get their suggestion and ideas. These may be implemented if necessary, after due consideration, in the case of any fundamental change which would directly or indirectly effect the workers, they should be properly educated and the issue discussed at their respective levels under the guidance of their, immediate supervisors. Suggestions can be obtained and the fears or doubts in the minds of the workers removed, prior to making the final decision. Thus, everybody concerned, in the line and staff functions as well as the workers, is practically involved in each managerial decision, instead of union leader being placed at the top by virtue of his personal or political influence on workers. The 'three-department' model in Exhibit 6 can be applied to any number of departments or sections and will be helpful.

In case a worker W22 has a proposal, it goes to his Section "Supervisor SS2 who in turn communicates to his Deputy -General Manager DGM from whom it is communicated to -General Manager and from General Manager to Director board (and vice versa) through the communication channel C_2. Similarly the communication the various Deputy General Managers can carry out in horizontal channel is C_3 as shown in the diagram. This diagram basically shows a communication system as workers want to be heard and to hear. require proper human relations and a sense of belongingness. A good manager or entrepreneur should foster a high standard of human relations in his enterprise for which this communication technique is very helpful.

This diagram is a simplified structure of the functional model of informal relationship between the workers and management by which the workers can get themselves involved in management decision-making. In the hierarchy, the general manager highest executive in the organization.
The chart shows a functional relationship from top to bottom, i.e., from general manager to worker. It is the general manager who represents the Board of Directors. In the case of a top-to-bottom process of informal communication, the Board of Directors or General Manager takes a tentative policy decision. The General Manager, prior to implementation, informally passes it down to the workers through all the respective segments, say from the General Manager to the respective Deputy General Managers who will communicate it to the middle managers (Section Supervisors), and from Section Supervisors to the workers in channel Q1. The top-to-bottom communication channel is depicted as C₁ in the diagram and from bottom to top as C₂. Their involvement can be ensured, possible resistance by workers can be avoided, and some new suggestions from the persons involved can be obtained as a result of this informal action, the effect of which will be considerably greater than that of formal workers' participation.

In the case of bottom-to-top functional involvement, workers can present their suggestion, complaints or grievances to their superiors. In turn, these go to the middle and respective higher managers and finally, to the General Manager and the Board of Directors through proper channels, channel C₂ in the diagram. Thus, instead of the established pattern of formal relationships among the components or parts of the organization, "a new informal but functional communication develops which stimulates cordial relationships between workers, and between workers and their superiors and ultimately between workers and management. Constructive and useful suggestions are implemented, duly acknowledged and rewarded. A new communication system and a structure is developed through which a common worker can involve himself in managerial decision-making. All the workers have equal opportunity and they nurture a feeling of oneness with the organization."
(ii) Participation and Decision-making Stage: It is still formal and participation can be held at two levels—shop-floor committee level and middle high powered committee level. In each department or section a committee of 8-10 workers should be got elected every year. The chairman of the committee should be the section head while the Vice-Chairman and Secretary from among workers. The Committee should meet, according to need, at least once a month. This committee at the shop-floor level will consider problems pertaining to production, personnel etc. and will maintain discipline including recommendation of petty punishments for faults and small incentives for acknowledged merits in the shop. The matter which is discussed at the shop floor committee level can be referred to higher authorities in case it gets passed with a simple majority. When there is a tie, the President can have a casting vote:

The recommendations of the shop floor committee should be seriously viewed and action should be taken immediately. In case it cannot be accepted, the immediate superior officer may refer it back to the committee and get it clarified. If the committee is still serious about the implementation, the superior officer can get it implemented. It be is convinced about its impracticability he can refer it to the middle level high powered committee. In case, even the middle level committee is bent upon implementing it, for which the superior executive finds genuine difficulty then it can be referred to the Board of Directors.

It is suggested that a daily sitting fee of Rs. 100 - 150 is to be fixed for each shop floor committee member for each siting (in addition to his wage), while each concrete contribution of the workers should be rewarded. The shop floor committees are suggested not only for blue-collar jobs, but also for white-collar jobs. In case a department or a section includes less than 10 members, all the members should form the
committee. By any means the shop floor committee should be impartially elected without any trade union or political bias, and the committee members should invariably be the employees of the same unit and the same section.

Every enterprise under law, should have a middle level high powered functional committee duly elected by majority voting once in three years. It should consist of 15 members, 7 representatives of executives and 7 representatives of workers including white-collar workers like clerks and peons. All of them should themselves be elected by the electorate of the organization. Two Chief Executives of the organization should be the President of the Committee, while the Vice-President should be got elected by the committee members. Secretary and Joint Secretary should be the common choice of both President and Vice-President. Either the Secretary or Joint Secretary should be from among the workers.

All those who contest the election should belong to the electorate of the same organization. Political or Trade Union bias should be checked to the maximum extent possible for both election and functioning of the committees. Certain qualifications should be fixed to contest for the election to the middle level high powered committee according to the viability in each unit, preferably:

(a) Graduate in any subject or equivalent and minimum 5 years of service in the same organization, or

(b) S.S.C. as well as 3 years of service in the same organization and at least one year's service in the shop floor committee, or

(c) Literacy and 10 years of service in the same organization and at least one year service in the shop floor committee.
The middle level committee should meet at least once in two months. Though it can meet once a month according to the availability of urgent issues to discuss. Each member of the committee should be paid a sitting allowance of Rs. 20—25 a day of sitting. No member should be permitted to we consecutively for more than one term. The middle level committee can discuss any important issue referred to it either by the top management or by the shop floor committee for better functioning of the enterprise. The functional managers and the top management should be sincere to carry out all the majority decisions of the committee. The middle high powered committee should be treated as the policy-making body for the day-to-day functioning of the enterprise in line with the overall company policy of Director Board. A clash between the Board of Directors and Middle Level Committee should be avoided and if anything crops up a joint meeting of both should be held and the issue thrashed out and final decisions taken with simple majority voting. The middle high powered committee is expected to discuss the contribution of individual employees of the company too. The functions of this committee are identical to those of the shop floor committee with greater powers and jurisdiction. Both the bodies should discuss and take decision on any issue at its oven level avoiding any reason for industrial dispute, prior to its developing into the form of a dispute. Even the disputes should be amicably settled in bodies. By any means managements should make it obligatory on their part to see not to sacrifice the genuine interest of their workers, while the workers and their representatives should take into account the growth and progress of the enterprise before they make any demand.

(iii) Top Management Stage. it is the involvement at the Director Board level. Two members of the middle level committee (one representing the executives and another representing the workers) should
be got elected by the members of middle level committee every year to serve as members of the Board of Directors with full voting rights. No member should be elected consecutively for more than one year. Executives or workers who serve on the above bodies will function in their original posts as usual. This three-tier system of workers' participation in management can be depicted in the Exhibit-7.2.

III CONCLUDING OBSERVATIONS

The normative model for Participative Management advocated in this study facilitates the development of internal leadership, actual workers' participation and skill, efficiency and initiative of the manpower. In case a workers' education and training programme is effectively carried out simultaneously the scheme would produce very promising results. Workers and the managements develop a mutual understanding without a mediator while a good rapport is established between them. All the workers in the organization get an opportunity to communicate themselves with the management and all of them get an opportunity to participate. The emergence of a new labour leadership would limit the scope for outside leadership, multiple unions as well as intrusion rivalries. Leadership is developed from bottom to top and a platform for common interaction of all groups of manpower in the organization is established. When the outside influence and outside political motives vanish many of the disputes would not arise.

Eventhough no direct role is played by the trade unions in this road, they have got a conspicuous indirect role. They can guide the workers for all constructive purposes to act as responsible decision-makers. In case the managements do injustice inspire of the responsible behavior of the workers, then the effective trade unions get much more backing and support of the workers, even for direct action. Trade unions remain as
powerful pressure groups in the system, while unions without sufficient backing of the workers would automatically disappear. Effective unions can turn to much more constructive activities like workers' education, workers' co-operatives, canteens, social and welfare activities, etc. However a considerable amount of resistance is expected from both trade unions and managements. The workers' participation programmed cannot achieve its objectives without developing the necessary attitudes and skills amongst the workers as well as managements. While trade unions may lose their direct control over the participatory forums, managements, at some, would not like to share their powers and control. The managements may not like to disclose their functional secrets. By all means workers would find it better in the proposed model.

While workers feel more responsibility, managements would cherish an attitude of consideration. Participation improves, workers' status at the working place and in the enterprise as a whole. It makes him think not only about the problems of working place but also about the larger problems of progress and prosperity of the enterprise and the industry. It makes him a thinking human being, aware of his rights and duties towards the enterprise, the industry and the society. As the workers are better informed of the affairs of the organization they would be more restrained in their demand since a better understanding would exist. The demands of the; workers would be more realistic, which the managements will have to accept. Thus much ideological gulf between the workers and the managements can be bridged thus facilitating smooth and cordial relations.

A study conducted among the workers of Co-operative Dairy Industries and Co-operative as well as Govt. Fertilizer units has thrown light on the fact that the existing forms of workers' participation have not served the purpose of achieving industrial democracy, peace and
harmony. A three-tier model of workers' participation in management is, therefore, suggested in this study as alternative to other forms of participation. An effective combination is the primary step of this model, while a shop floor committee and middle high powered committee are suggested in the scored stage. The third stage ensures workers direct participation in the Board of Directors. One representative each of the workers and executives may be got elected from the middle high powered functional committee annually to represent them in the Board of Directors in the third stage of this participation model. This Workers' Participation in Management model would replace the existing system of workers' participation in management, which would establish cordial industrial relations and a peaceful industrial environment.

Obviously, the whole position does not show genuine and real participation, because the management appears to be more conscious of its prerogatives in dealing with factors directly affecting production and assigning a lower position, in the order of significance to human factors affecting to a large extent production and productivity as well as worker welfare and overall efficiency of the undertaking.

Infact management by participation requires that managers should evince greater interest in the human problems of the workers, to develop in them spirit of devotion, commitment, involvement and responsibility towards production and the overall organizational interests. Participation is neither one way or two way traffic, but it can be a full fledged dealing with the integrated interest of the entire community of the undertaking with a view to achieving the common goal of its prosperity without having any indication of group dissemination.
Consolidated Picture:

In Co-operative Dairy Industries and Fertilizer Industries the whole and consolidated picture is that in all the area of management all the three types of decisions taken together, the co-decision form has the choice of a majority 58.4% of the management representatives. Thereafter only a minority e.g. 40% of them has shown choice for the consultations form. Lastly, the 20% and 14% has been shown favored against collective bargaining and informative form respectively. The form of power delegation has been favored very negligee so here participation means co-decision making. By co-operative action and attitude this can be achieved. Then by consultative form and lastly by informative and collective bargaining a consolidated picture can be thus explained.

Overall comparative study of managerial decision making in SABAR DAIRY and IFFCO-Kalol (N.G.) after undergoing ‘TOP’ Technique:

Exhibit 6.15 clearly indicates that after adopting ‘TOP Technology IFFCO has increased its disposal by 87.5% in comparison with its previous years’ (1999-00) disposal. Whereas it has been continued to 100% in the next year 2000-01 and 2001-02. In comparison with GSFC and GNFC in the year 2001-02 IFFCO has increased its demand disposal (under I.D. Act) by 8.42%. Similarly Data of SABAR Dairy shows 55% of disposal of pending cases under section 10% of I. D. Act where as in IFFCO it was 100% in GSFC it was 12% and GNFC 40% in industrial disposal under 10% in 2001-02. Similarly by comparing data of Exhibit 5.15, compared with each year i.e. 1998-99, 1999-00 and 2000-01; it has been increased in demand disposal by 73.9% and 70.61%. So this clearly shows incensement of 68.42% to 72.33% in Fertilizer Industries and 70.6% to 73.9% in Dairy Industries. Thus improvement in industrial relations and development in joint managerial decision making by JMC through T.O.P. Technique can be measured and through it’s results comparative study of managerial decision making.
Findings and Conclusions:

The main findings emerging from the present study are summarized as under:

FINDINGS and CONCLUSIONS:

The main findings emerging from the present study are summarized as below:

I. The JMC facilitates the development of internal leadership, actual workers' participation and skill, efficiency and initiative of the manpower.

II. By carrying out workers' education and training programme effectively, the scheme produces very promising results.

III. Workers and management develop a mutual understanding without a mediator and a good rapport is also established between them.

IV. All the workers in the organization get an opportunity to communicate themselves with the management and all of them get an opportunity to participate.

V. The emergence of a new labour leadership would limit the scope for outside leadership, multiple unions as well as intra-union rivalries.

VI. Leadership is developed from bottom to top and a platform for common interaction of all groups of manpower in the organization is established. It gives clear understanding of the dispute.
VII. Although there is no direct role of the trade unions in this study, they have got conspicuous indirect role. They can guide workers for all constructive purposes to act as responsible decision-makers.

VIII. Effective unions can do much more constructive activities like workers' education, workers' co-operatives, canteens, social-welfare activities etc.

IX. The workers' participation programme cannot achieve its objective without developing the necessary attitudes of accepting each other and skills to participate in the JMC.

X. Participation improves workers' status at the working place and in the organization as a whole. It makes them to think not only about problems of working place but also about the larger problem of progress and prosperity of the organizations and the industry. Workers' start thinking about their duties too.

XI. Through the JMC and 'TOP' principles, the understanding of workers becomes more clear, which creates more cordial and harmonious relations between workers and management. It also, clarifies that it is not a substitute of collective bargaining, but participatory forums play a complementary role to the process of bargaining.

XII. This study suggests that in organizations where authoritarian practices have prevailed for longer time, probably a beginning is to be made by a change in the leadership itself. This needs considerable reinforcement of management development and organizational change through new methods of WPM. Like 'TOP' etc. (which are adopted on the trial basis in this study in selected organizations).
The scheme of the WPM has already been framed in the legislative form in India. But it should necessarily convince to involve the parties concerned in JMC actively.

Workers participation in management has been accepted as an essential feature of Industrial Democracy and improved means of achieving peace and harmony in industrial undertakings. It creates a feeling of involvement and belonging to the industry which in turn helps in maximizing the output of the industry.

Guide lines for future:

The new scheme, thought tries to avoid. The pitfalls of the earlier JMCs, is not completely free from the real and inherent defects that led to the failure of the earlier scheme. So from the analysis and experience the following aspects of guidelines are considered to be decisive for the successful functioning of the scheme.

i) Excessive Tender mindedness:

The WPM scheme can create a better impact in undertakings having a healthy climate of industrial relations. This means that the union recognition must become an established practice and the parties should have the desire and willingness to resolve some of their fundamental issues like wages, bonus, working conditions etc. through bargaining. As long as the basic issues remain unsolved, it is difficult to expect their parties to embark upon and build consultative practices. The former must be viewed as a consequence or supplement to the later. The Government must shed its tender minded thinking that whatever it thinks best for the purities, the later will ungrudgingly implement it. The scheme may be adopted first in units having a fairly good record of orderly relations and can be extended gradually to other establishments if it finds favorable support.
2) **Defective channel of communication:**

The councils must be viewed essentially as a means of promoting communication between workers and the management at different levels. They are intended to encourage face and frank discussion between the parties on production and other problems of mutual interest. The spirit with which they consult each other or express opinions is more important than the structural details of the committees or councils they create for such a purpose. Such free flow of ideas is expected to encourage worker's interest in work-problems and increase their efficiency as solutions to problems are found jointly and with the active involvement of both the parties. It is necessary to have a communication system by which all workers, supervisors, managers are kept informed on a continuing basis of various decisions which affect their interests and contribute significantly to increase production and efficiency. Apart from production matters the content of communication should include other matters also such as financial position of the undertakings' expansion schemes, market conditions, maintenance of the plant, job scheduling etc.

3) **Defective form of Participation:**

Should the councils be allowed to function as consultative bodies for decision making forums? The later should be the case because later most of the matters discussed and decided relate to production and proposals are adopted by consensus. It is not difficult for the management to accept such unanimous decisions. Besides, implementation of the Joint Mgmt. councils’ decisions increase not only the faith of the parties in the councils but also give them a sense of importance and even pride to the participating members.
4) Lack of Motivation:

The successful working of the Joint Management councils are depended on the motivation of the parties’ willingness on the part of management to share productivity gains, is important. This may take the forms of payment of annual bonus or monthly production bonus or even better amenities to employees. Financial gains provide an inducement to workers to work more. Worker’s interest can even be stimulated through non-pecuniary avenues such as satisfaction of social needs, ego needs and self fulfillment needs through elevation of his status, appeal to his patriotic favour etc. In order to improve the technical competence of the workers and to enable them to become effective participants it is important to train them through short term training programme, orientation courses and seminars.

5) Management’s poor participation in management:

Equally important is the aspect of involving actively shop floor supervisions and managers with company policy procedure and actions. Supervisor is the key man when it comes to delivering the goods and he has to be encouraged to give his views. He should be associated while developing company policy and his interest should never be neglected because of his lower bargaining strength.

6) Anachronistic Attitude:

Traditional attitudes with which workers and management hitherto approached, participation must give way now thinking. The management should try to discern the spirit underlying the scheme and eschew the tendency of adopting a legal or rigid attitude towards it. Management should give up the attitude of suspecting trade union: recognition of union should not be viewed as invasion of management prerogatives.
They must develop willingness to take workers into confidence and share responsibility and power with them. Workers also need to develop a positive attitude towards work and give ungrudging co-operation to management.

7. **Lack of strong Trade Unionism:**

The trade unions have new opportunity to play a positive role in implementing the scheme successfully. It is an undeniable fact that the primary function of a union is to promote and protect the interest of its members. The union’s strength comes from the funds and general support provided by its members. Welfare activities like organizing mutual benefit societies, co-operatives, employment assistance, libraries, games and cultural programmers are one aspect of their working life, including improvement of their civil environments, will be another. These primary functions lead the union to areas not specifically within its confines. When a union will function in the interests of its members depending upon the strength of organized labour and labour which could be organized, it should also accept community responsibilities. Consciousness of this wider responsibility will vary from country to country depending upon the extent of wage employment.

8. **Deficient Institutionalization:**

A scheme of this type needs to be given a fair trial. Any attempt to reach hasty concessions during the transitory period is likely to hamper the process of institutionalization. Preparation of the agenda of the meetings of the councils also requires careful work and at most attention. The success of failure of any joint management council is judged to a considerable extent by the manner and nature of items included in the agenda of the JMC’s meetings and their implementation. Thus it promotes two way channel of communication between the workers and management.
Lack of an Evaluation System:

Regular stock taking of the scheme is essential in order to ensure its progress in right direction. Bottlenecks and factors impending the progress of the scheme have to be identified and removed through constant assignment.

SWOT analysis of these selected two units and participative functions adopted after adopting TOP Technology reveals their strengths as under:

(i) Progressive co-operative change in leadership among workers and members of management, and development of participative and initiative skills  
(ii) committed and professional management 
(iii) Good corporate Image.  
(iv) Worker's training  
(v) Good rapport established and welfare between workers and management to develop a mutual understanding.  
(vi) Worker's Duty consciousness  
(vii) Creation of more cordial and harmonious relations between workers and management

Last word of concluding is that like SABAR DAIRY and IFFCO-Kalol and other co-operative Dairies and Fertilizer units Studied in this research work may also actively strive towards achieving the following Mission:

THE MISSION CONTINUES:

“To facilitate the development of internal leadership actual worker’s participation in all kinds of managerial decision making including financial and profit-sharing, manpower organizing promoting constructive, responsible and responsive thinking and acting among workers developing the necessary attitudes of accepting each other in participation through JMC or such participative body.”

******

274
Reference:

1. Role of personnel management during emergency panel discussion held by I.RPM, Delhi branch reported in Industrial Relation, Vol.XXVII no.4 July, August 1975, 146.

2. See Annexure-1.