



WORKERS PARTICIPATION IN MANAGEMENT

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Abstract

There is no unanimity on the concept of workers participation. This concept has been defined differently by different thinkers. Davis defines it as the "mental and emotional involvement of a person in a group situation which encourages him to identify himself with group goals and share responsibilities in them". Industrial policy resolution of India says "In a socialist democracy, labour is a partner in the common task of development and should participate in it with enthusiasm." Workers participation in management is involvement of workers only in such areas of activities of the enterprises where they can make some positive contribution for the betterment of the enterprises. Thus, workers participation encompasses at once ideological, political and techno-economic elements and cannot be adequately approached within the work of a single discipline. Workers participation is a mechanism to increase workers productivity or efficiency in general. The objectives which come to govern an economy, system of labour relations will be established in relation to the society's political development and the level and character of the organisation of its working class.

Keywords Management, Human Resource, Workers, Participation

Introduction

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Material and Methods

Nature of workers participation: Earnest Dale has revealed that there are four types of co-operation. 1) Informational co-operation. 2) Advisory co-operation. 3) Constructive co-operation and 4) Joint determination. In advisory co-operation both the

sides consult each other. The union gives advice on certain matters to the management and the management consults them before action is taken. Under informational co-operation the parties concerned cooperate merely in gathering information. The facts are made available for both the parties. At the constructive level each party makes suggestions for improvement and the constructive suggestions are acted upon. Joint determination represents a situation where policy matters are decided by the union and employer jointly. The Joint committee is a means of keeping the employees informed of the business conditions, changes in operating methods before they are implemented. Participation can be of meaning to the enterprises only if it helps in bringing all the parties concerned together and improve cordial relations and stimulate production. An effective participation should enable the enterprise to make use of its manpower for the maximum achievement of its declared objective.

3. Objectives and functions :- The objectives of participation differ from country to country. In India the objectives set by managements, workers and government are different, Workers wish to achieve security of employment, better wages, satisfactory bonus, good treatment and working and living conditions. Employers aim at maximum productivity and profit. According to government of India the objectives of workers participation include resolving industrial disputes, establishing industrial peace and harmony and increasing productivity. On a close analysis it is found that these objectives are seldom achieved due to various limitations. 4.

Limitations:- Participation is not much successful in India. The employers and trade unions find fault with each other. The consultative nature of the participation introduced in India is identical with the British model. Even due consultation is not made with actual workers, but with the trade union leaders, who might be politically motivated and may not get sufficient time to concentrate on actual problems of the workers. Except the works committees, there is not statutory obligation for other forms of participation. Many of the workers are ignorant and indifferent. Management do not encourage participation if it does not contribute to productivity growth. They do not like to share their power and authority. There is a lack of common interest and absence of common channel of effective communication between the employers and the employed, including the supervisors and middle managers.

5. Workers participation in India:- Workers participation in management in India is of recent origin , However, some earlier attempts have been made to give expression to it by forming : a) Works committee b) Joint management council, c) worker Direct

Result and Discussion

The data was collected with the help of interview schedules for this purpose, good rapport was established with the respondents and after that respondents were interviewed individually. In addition to collected data through interviews information was also collected, through the discussion with the administrative staff of the factory and from records of the company, published material as well as with the help of observations. If workers participation is to be successful in the true sense of the term, then some measures can be suggested as follows:- 1) Extension of workers training facilities. 2) Mutual faith and trust must be developed between workers and management through : i) Income and job security by making the services of the workers confirmed. The Managing sword of threats of dismissal or termination may spoil the entire concept. ii) Workers should be made more enlightened through suitable communication devices. The schemes of workers participation in management of both units are constrained . The constraints are educational, technological attitudinal ones. Still the concept of participation cannot be eclipsed by such constraints. The purpose of economic prosperity which is now flowing in the rural area through the network of co-operative enterprise is

expected to yield the appropriate social benefit . It has to make a break through and reduce the constraints gradually. It is a sad commentary that todayâ€™s economic and social benefits are adding to the cost and leading to inflation without in any way creating the impact in terms of productive participation by these sectors, for whom the present economic infrastructure is supposed to be working. In this case the contradictions is that perhaps , the remedy is not only heavier than the disease but it is also nourishing the disease. The sluggish and indolent responses received from the respondents in this study bare ample testimony to this.

Conclusion

Still the concept of participation cannot be eclipsed by such constraints. The purpose of economic prosperity which is now flowing in the rural area through the network of co-operative enterprise is expected to yield the appropriate social benefit . It has to make a break through and reduce the constraints gradually. It is a sad commentary that todayâ€™s economic and social benefits are adding to the cost and leading to inflation without in any way creating the impact in terms of productive participation by these sectors, for whom the present economic infrastructure is supposed to be working. In this case the contradictions is that perhaps , the remedy is not only heavier than the disease but it is also nourishing the disease. The sluggish and indolent responses received from the respondents in this study bare ample testimony to this.

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