

## WORKERS PARTICIPATION IN MANAGEMENT--INDIAN EXPERIENCE

Pradip Kumar Das

India

### ABSTRACT

Workers participation in management or WPM as an advanced form of labor management co-operation ensures the principle of independent and democratic administration of corporation for attaining peace and harmony. As a result, a better understanding and mutual trust can be created between employer and workers. Continuous dialogue between them improves industrial peace and workers loyalty. This scheme helps in increasing production and productivity and sharing gains of productivity through more effective management and better industrial relations. However, all the attempts made by the Government, employers and other workers towards greater participation of workers in industrial management have failed to fulfill the objectives in India for which they were promoted. This study discusses WPM in India and attempts to examine the causes for the failure of participation and suggests few valuable measures to overcome the problem.

Keywords: Workers, Participation, Management, Government, Organization, Trade Union.

### 1. INTRODUCTION

In the changing industrial environment, employers are challenged to find new ways to stimulate greater productivity and employees job satisfaction necessary for continued success. It is being realized that although a reformed and extended system of collective bargaining must be the basis of industrial democracy strategy, there should also be an employee voice at boardroom level closely associated to collective bargaining but expressed in several institutional forms. A participative style of management in which employees are involved in decision making process has been espoused by many experts as the logical approach. Association of employees with management is being increasingly realized as an efficacious means of ensuring industrial democracy and optimizing production and productivity. In spite of the concept having become a catchword, it remains inchoate and almost undefined. With the development of this concept appearing to get entrenched as a part of Indian industrial relations system, participative management ideology has to fight a long struggle for its legitimacy; the changes taking place abroad in industrial relations systems are also bound to make an impact on their counterparts in India. Therefore, organizations promote employees or workers participation in its culture as it facilitates improvement in their productivity and also helps organizations achieve their ultimate goals. Ironically, the experience of the workers participation scheme in India has been quite unsatisfactory. This paper makes an attempt to study the WPM process in Indian organizations which is the core of participative style of management and shows the steps of direction of its growth in India.

### 2. WPM - CONCEPT

WPM means the process to attain the wider goal of industrial democracy by which employees can exert influence on the managerial decisions at various hierarchical levels in an organization. Participation in management creates and fosters workers sense of importance, pride and accomplishment, freedom of opportunity for self-expression, feeling of belongingness with the place of work and sense of workmanship and creativity. Involvement of workers in the decision making process has been termed variously as industrial democracy, employee participation, participatory management and workers' participation in management (Punekar et al., 1999). Participation brings about a drastic change in the feelings and attitude of the workers so that a stable workable relationship is built up, ensuring industrial peace (Davis, 1997). Principle of WPM affords self-realization in work and meets the physiological and psychological needs of workers by removing, to a great extent, any feeling of futility, isolation and consequent frustration that they face in a normal corporation setting (Kim, 1997). Thus, WPM is directed towards the identification of common interest between management and workers and their pursuits through co-operation (Jacob & Mohan, 2003). Employees participation positively relates to performance, job satisfaction and productivity of an employee. It is the process of management of the people, for the people and by the people. "Coming together is a beginning", "Keeping together is a progress" and "Working together is a success."

### 3. WPM- FEATURES

I) WPM means not only workers physical presence but also their mental and emotional involvement. II) Participation not only individually but also collectively as a group through representatives. III) WPM may be

formal or informal. In both cases, it is a system of communication and consultation whereby employees can express their opinions and contribute to managerial decision making.

#### **4. LEVELS OF WPM**

The following are the levels of participation listed in hierarchical ascending order:

- Informative participation: Employees receive information of major aspects and express their views.
- Consultative importance: Workers are merely consulted on the matters of employee welfare.
- Associative participation: In this level, the managers and workers jointly take decisions. Administrative participation: It ensures more workers participation in discharge of managerial functions.
- Decisive participation: Decisions are taken collectively and both are equally responsible and accountable for the success or failure based on such decision.

#### **5. IMPORTANCE OF WPM**

The following are the arguments in favor of WPM:

- Higher productivity: Fullest co-operation between labor and management increases productivity.
- Greater commitment: An important prerequisite for greater individual commitment is the individual's involvement and opportunity to express at the work place.
- Reduced industrial unrest: Participation tries to remove or at least minimize industrial unrest and conflicting interests by substituting it with cooperation, homogeneity and common interests.
- Improved decisions: Participation tends to break down the barriers and makes the information available to managers. Quality of decisions is such improved.
- Human resource development: Participation provides education to workers in the management of industry and fosters initiative and creativity among them.
- Reduced resistance to change: Participation in the decision making process have had an opportunity to workers to know what to expect and why. Their resistance to change is reduced.

#### **6. RATIONALE OF THE STUDY**

I) Identifying the importance of participative management to improve quality of managerial decisions and team work. II) Identifying the main barriers to the participative management. III) Offering suggestions to overcome the problems in India.

#### **7. STATEMENT OF THE PROBLEM**

WPM is the participation of the workers in decision-making as well as various important aspects of an organization which has been accepted as a fundamental concomitant of harmonious labor management relations. The need for the researcher to study WPM is to find out the workers need level in India.

#### **8. MATERIALS AND METHODS/TECHNIQUES**

##### *8.1 METHODOLOGY AND LIMITATION OF THE STUDY*

The study has used both primary data and secondary data to review the experiences in India. Although the study is basically theoretical one, an attempt has also been made to support the theoretical aspect empirically. Primary data is collected by means of interview schedule. Secondary data is collected through the booklets, websites and company reports. Simple random sampling appearing convenient to the researcher or the management of the organization has been adopted. Various statistical tools and techniques have been used for the study. The study has taken reputed sensex companies in India falling under the category of technology, cement, infrastructure, auto, etc. A sample of 100 has been chosen from the total population of 500. Views of trade union leaders, office bearers of different management associations and government officials were also obtained through personal interviews on scheduled questionnaires. Tentative questionnaires were pre-tested with different personnel. Questions reported as inappropriate and difficult to understand or poor spread of responses have been revised or refrained to meet the requirement. Further, in the questionnaire itself there were inbuilt checks by way of open end/qualitative questions which points out the wrong responses to the quantitative aspects in the questionnaire, and in that case after sometimes the respondents were interviewed again after clarifying their doubts to get the true responses of the respondents as far as possible. Accuracy of the study depends on secondary data and the information supplied by the respondents. As time attitude of the employee changes from time to time, the results of the period may not be applicable in the long run.

##### **8.1.1 LITERATURE REVIEW**

Review of literature shows that demand is emanating from diverse sources within society for employee participation. In India, at National Thermal Power Corporation (NTPC), Andhra Pradesh, WPM is effectively

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functioning (Singh and Siwach,2013). Kumar and Taunk in their study on NTPC found that the management with the help of workers is capable of taking fruitful decisions regarding policy making, service conditions, productivity, manufacturing supervision and administration(Kumar and Taunk,2013). Narain observed management's lack of faith in WPM causes failure of participative approach in India. Indian workers in general are neither interested nor competent in participative management" (Narain, 1986). But to its contrary in the report of employee participation in India, it is mentioned that it would be mistake to write off participation in India as a failure. Limited forms of participation such as consultations, quality circles appear relatively more successful and sustainable( Sen,2012). Armstrong viewed to work joint consultations well, it is necessary to first define, discuss and agree on its objective (Armstrong, 2003). Prasanna and Desai in their study found that the causes for failure of quality circle in India were more emphasis to organizational improvement rather than improvement of people. Work associated to quality circle was left to the external consulting agency (Prasanna and Desai, 2011). Emmott in his research concluded that joint consultations have positive effect on employee attitudes, reassuring employees that their interests are not being ignored when key decisions are taken(Java, S.A., and Okpu,T., 2014).. Milner et al defined suggestion scheme as a formalized mechanism which encourages employees to contribute constructive ideas for improving the organization in which they work(Milner et al.,1995). Du Plessis and Paine concluded the initial view should be the assumption that all suggestions are beneficial until the evaluation proves otherwise (Du Plessis and Paine,2007).The Inter-university Center for European Commission's DG MARKT's thirty years of pilot project throughout 31 countries confirmed that companies partly or entirely owned by their employees are more profitable, create more jobs and pay more taxes than their competitors without employee ownership (Report,2014).Tung,Amy,Baird,KevinSchoch,Herbert examined the relationship between specific organizational factors and found positive relation..Effectiveness of environmental management is measured in respect of effectiveness of environmental management processes and environmental performance (Tung,Amy,Baird,KevinSchoch, Herbert, 2014). International Institute of Labor Studies defines workers participation as the participation resulting from the practices which increase the scope for employees share of influence in decision making at different tiers of organizational hierarchy with concomitant assumptions of responsibility ((Arrigo, G., and Casale, G., 2010).

## 9. AREA AND DESCRIPTIONS

### 9.1 WPM IN INDIA

WPM in India received importance only after Independence. Industrial Disputes Act, 1947 was the first step in this direction which recommended for the setting up of works committees, joint management councils were established in 1950 which enhanced labor participation in management. Since July 1975, the two-tier participation called shop councils at shop level and joint councils were introduced. Workers participation in Management Bill, 1990 was introduced in Parliament which provided scope for upliftment of workers.

#### 9.1.1 OBJECTIVES OF WPM IN INDIA

Scope of WPM depends on the objectives set to be procured from the participative techniques in an organization. Participative purpose may vary from country to country owing to different political, social and economic atmosphere. In India, expectation of workers from participation has no exception. In this country, workers expect maximum profit from participation whereas the Government considers it as a means of increasing productivity and a part of dispute resolving machinery. Participation in India is basically taken as a means of information sharing regarding balance sheet, production, and economic status of the plant and a process of consultation on certain matters such as welfare program, safety, methods of work, etc.

##### 9.1.1.1 PRE-REQUISITES FOR SUCCESSFUL PARTICIPATION IN INDIA

In the Indian context, directive principles envisage developing a participatory society to realize egalitarianism as an end in itself. From the Marxist perspective, participation as a successful management practice means strengthening the management control over labor in production process. Thus, the social value of participation in industrial management is of paramount importance when questions of decentralization of power as an ideology are examined. Ironically, the official proclamations and labor policy in India are absolutely at cross purposes. Workers participation has been stressed more as an instrument to enhance production and productivity, and to contain industrial conflict, rather than developing it as a 'value for its own sake.' The need of this scheme in Indian industries can be argued on the following grounds:

- Higher rate of labor turnover and absenteeism in Indian industries than that of developed countries of the world indicating dissatisfaction among workers can be detected and removed through the scheme WPM.

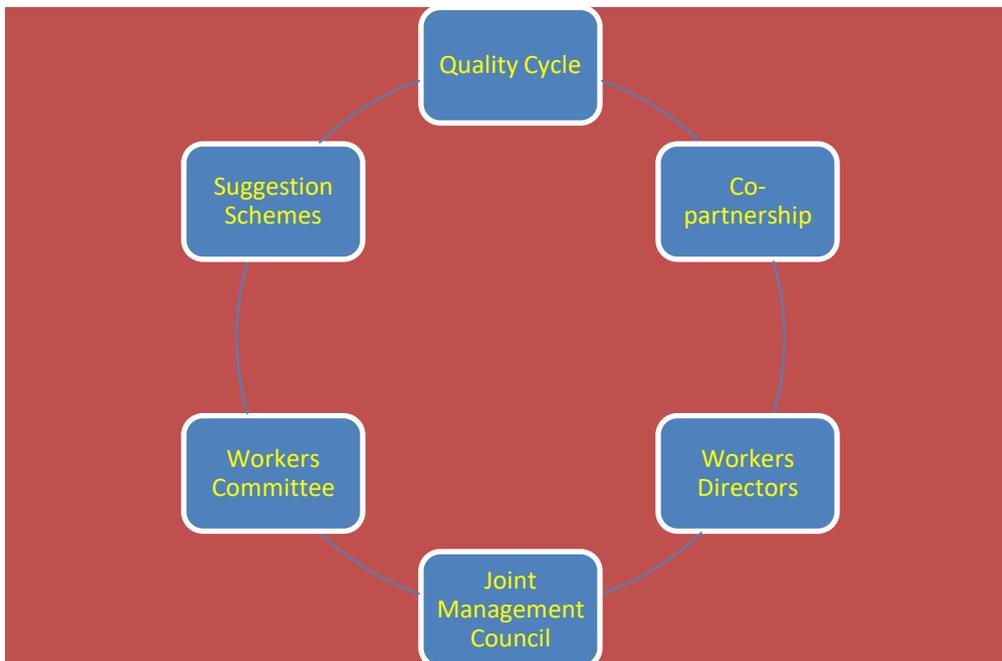
- In India, both the production and productivity is less than that of many other developed countries of the world. Workers’ extension of full cooperation and dedication towards management can increase both the production and productivity.
- Introduction of WPM scheme develops the sense of responsibility, better understanding and trust among workers.
- WPM removes misunderstandings by providing chance to discuss problems and feelings on a common platform and thus, is helpful in establishing suitable industrial relation in industries.
- Successful implementation depends on due recognition to the workers. In most cases, employers treat the workers as commodity and they feel that the workers are meant to carry out only the decisions of management; they are incompetent to take decisions independently.
- WPM makes the workers free from the humiliating feeling of being a mere instrument and changes the psychology of both the workers and employers in the industries. The basic idea is ‘Live and Let Live’.
- With the change in atmosphere, workers have awakened and are aware of their rights, duties and powers. This scheme will be helpful in awakening them further and making them more responsible and sincere.

In India, most of the workers live below the poverty line and do not even get fair or need-based wages. Average workers have neither time, nor energy and interest in exercising their right to participate in the management at higher level. In such circumstances, full-fledged participation is not a practical proposition.

9.1.1.1.1 FORMS OF WPM IN INDIA

There are different forms in which workers can participate in decision making process. They vary from organization to organization due to pattern of labor-management relations, level of workers involvement, different levels of management, etc. The following are the usual forms of participative management in India(Figure-1):

**Figure-1: Forms of Participative Management in India**



Source: Author’s own elaboration

**10. RESULTS AND DISCUSSIONS**

**Table-1: Association between Nature of Employment & WPM**

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Nature Of Employment	Mean	Standard Deviation
	3.35	.995
WPM	2.95	.705

Source: Primary source; Results computed

**Table-2: Correlation between Nature of Employment & WPM**

		Nature Of Employment	WPM
Nature of Employment	Pearson Correlation	1.5	-.015
	Sig. (2-tailed)		.907
WPM	Pearson Correlation	-.015	1.5
	Sig. (2-tailed)	.907	

source: Primary data; Results computed

**Findings:** Table.-1& 2 show that there exists a significant relation between nature of employment and WPM. Mean values 3.35 and 2.95 are positively correlated at 1 % level of significance.

**Table- 3 : Correlation Analysis**

Attributes	Job satisfaction	Loyal	Flexitime	Participation	Environment	Welfare
Job	1.25	.343	.180	.110	.053	.053
Loyal	.340	1.30	-.021	-.042	-.10	.035
Flexitime	.190	-.022	1.21	.385	.161	.130
Participation	.104	-.043	.341	1.22	.140	.215
Environment	.063	-.102	.154	.145	1.17	.340
Welfare	-.070	-.035	.112	.210	.341	1.15

Findings: The above analysis (Table- 3) shows that there is a negative relationship between the factors job satisfaction, loyal, welfare, after flexitime, participation & Environment; other pair of factors positively correlated.

**Table-4: Distribution of Respondents by their Level of Participation**

Attributes	No. of Respondents	Percentage
High	70	70
Medium	20	20
Low	10	10
Total	100	100.0

Source: Primary data; Results computed

Findings: From Table-4, it reveals that 70% of the respondents opined 'high', 20% of the respondents opined 'medium', 10% of the respondents opined 'low' with the level of participation. Figure-2 also evidences the same.

**Figure-2: Distribution of Respondents by their Level of Participation**

Source: Author's own elaboration

**Table- 5: Distribution of Respondents by their Job Satisfaction**

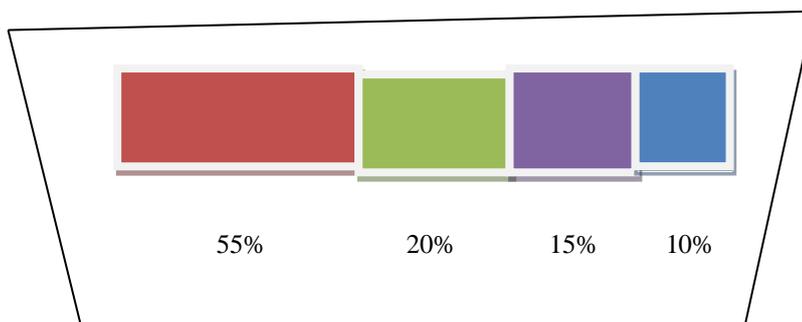
Attributes	No. of Respondents	Percentage
STRONGLY AGREE	10	10
AGREE	15	15
STRONGLY DISAGREE	55	55
DISAGREE	20	20
<a href="https://www.jsrd-humanities.com/">https://www.jsrd-humanities.com/</a>		

Total 100 100.0

Source: Primary data; Results computed

Findings: From Table- 5, it reveals that, 10% of the respondents strongly agree; 15% of the respondents agree; 55% of the respondents strongly disagree and 20% of the respondent’s disagree with job satisfaction. Figure-3 also shows the similar picture.

**Figure- 3: Distribution of Respondents by their Job Satisfaction**



Source: Author’s own elaboration

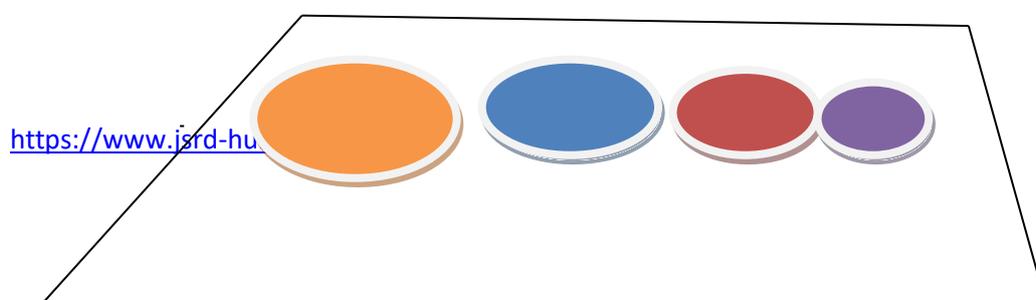
**Table- 6: Distribution of Respondents by the Relationship**

Attributes	No. of Respondents	Percentage
Strongly Agree	5	5
Agree	20	20
Strongly Disagree	60	60
Disagree	15	15
Total	100	100.0

Source: Primary data; Results computed

Findings: From Table- 6, it reveals that, 5% of the respondents strongly agree; 20% of the respondent agree; 60% of the respondents strongly disagree and 15% of the respondents disagree with the relationship. Figure-4 also evidences the same.

**Figure-4: Distribution of Respondents by the Relationship**



60%                      20%                      15%                      5%

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Source: Author's own elaboration

### 10.1 REASONS FOR FAILURE OF WPM IN INDIA

Industrial democracy is an integral part of the Indian labor policy. Framing legislative measures and schemes frequently for managers and workers to interact with each other demonstrates participation has not made much headway in India. A common stereotype often cited for this state of affairs is the reluctance of management. However, this area is a very complex one, the determinants of its success being a variety of endogenous and exogenous variables. In India, workers think them inferior and cannot express their views due to wide difference in education level and growth of management. In fact, humidification is category one enemy of developing healthy trade unionism (Saini, 1991). Representatives are too bashful and inferior to object. Thus in Indian work environment, literacy level and thinking on organization development has to grow more to make participation impressive. The most important reasons are:

- ✓ In the eyes of management, Indian workers are inefficient and uneducated and, thus, incompetent in taking decision. Sometimes a good decision remains unimplemented as it is not supported by the workers.
- ✓ Participation cannot be extended to complicated problems requiring specialized knowledge. Management today now demands services of experts well equipped with the modern methods and techniques for the jobs.
- ✓ Trade union movement predominated mainly with political ideologies is not strong in India. Participation can succeed only when labor can work on alike positions. Successful participation necessitates having one representative trade union. Trade unions in India suffer from multiplicity, inter and intra-union rivalry.
- ✓ Workers representatives in management have to perform the dual roles of workers spokesman and co-manager. Very few representatives have sufficient competent to assume the two incompatible roles.
- ✓ Trade union leaders have a tendency to give priority to political interests rather than workers cause due to their belongingness to various political parties. Groupies has gained firm grounds in the Indian industrial relations system.
- ✓ Workers participation schemes are initiated and sponsored by the Government. However, there is a lack of interest and initiative on the part of both the trade unions and employers.
- ✓ In India, labor laws practically govern all terms and conditions of employment at the workplace. Workers do not feel the urge to participate in management having an inherent feeling that they are born to serve and not to rule.
- ✓ Focus has always been on participation at higher levels; lower levels have no access to participate much in decision-making in the organizations. Existing half-hearted attempts aim at increasing productivity by improving labor-management relations rather than preparing workers for effective participation in management.
- ✓ Unwillingness of the employer to share powers with workers representatives, the disinterest of the workers and the superficial attitude of the Government towards participation in management are obstacles in the way of promotion of participative management.
- ✓ A purely advisory arrangement under which workers get information and express opinion have no influence on whether this opinion is taken into consideration or not does not possibly create much enthusiasm or even interest.
- ✓ Scope of discussion is limited to production, safety and welfare matters only whereas workers are interested in much broader gamut of matter, i.e. starting from finance, marketing, personnel policy, etc.
- ✓ Union does not offer full-hearted support to the committees since they feel that the union's interest will be affected. Much achievement cannot be expected from the existing archaic system of compulsory adjudication. For this, institution has had the most debilitating impact on the labor power in India (Saini, 1991a).
- ✓ In the contemporary debate on workers participation, trade unions pay lip sympathy to its actual acceptance. Thus, participation remains more in theory than in practice.
- ✓ In paternalistic managements, works committees are being used as instruments to stall formation of unions though such a practice falls clearly in the category of unfair labor practices on the part of employers as enumerated in the Industrial Disputes Act, 1947. Hostile and autocratic management causing collusion with the

bureaucracy and even the political executive often creates puppet and corrupt trade union leaders compromising workers interest in return of personal or political gains.

#### 10.1. 1 MEASURES FOR MAKING PARTICIPATION EFFECTIVE

- ❖ Employers should adopt advancing outlook. They should consider the industry as a joint endeavor in which workers have an equal say. Employers and workers should agree on the objectives of the industry.
- ❖ Workers and their representatives should be provided education and training in the philosophy and process of participative management. Workers should be made aware of the benefits of participative management.
- ❖ There should be effective communication between workers and management in decisions having impact on them. They should recognize and respect the rights of each other.
- ❖ Participation should be continuous process and should start at the operating level of management. A joint educational programme for labor and management can bring about attitudinal changes on both sides and create mutual trust (Ramanujam, 1990). In the Indian context, a sound knowledge about labor laws is essential for educating workers to this end.

The old adage “a worker is a worker, a manager is a manager; never the twain shall meet” should be replaced by “managers and workers are partners in the progress of business”. In short, a change of “mind set” is called for making WPM effective in India.

##### 10.1.1.1 CHALLENGES

A wider look is needed in the coming years to succeed workers participation without which it is trifling to pursue the democratization of workplace. Posterity will have to address to the following questions:

- The forum works committee has to be reviewed in view of its ineffectiveness, lack of interest on the part of trade unionists, and the misuse of some unscrupulous employers as a device to stall formation of unions.
- No second thoughts are needed on the inevitability of law on workers participation as the same is in consonance with the spirit of democratic and participatory way of life enshrined in the Constitution.
- The nuisance value of autocratic and paternalistic managements can be counteracted by strong trade union movement. For this, wider questions of dehumidification of the industrial relations system be examined on a priority basis for developing environment and to fully appreciate the value of participation.
- Five Year Plans have emphasized strongly on participation mechanism for increasing production and productivity. Working of the future labor policy shall have to adhere to such goal because productivity-linked participation has proved to be a mere rhetoric.
- Unless dichotomy between negotiation and participation is strictly adhered to, the future of workers participation in India is quite bleak.
- Indian trade unions cannot effectively organize workers education on their own as they suffer from financial crisis. It is, therefore, worthwhile to consider levying of cess on the value of industrial production to finance a state-created autonomous agency for managing workers education on a priority basis.
- Rulers have to set examples by resorting to and encouraging the use of elections for selecting representatives for various forums to be followed by workers. They will have to be viewed more positively than has been the case so far.
- Appropriate changes must be effected in the corporate laws to ensure accountability of management in operationalising the legislative intent.

## 11. CONCLUDING COMMENT

The need is to develop participative management with the development of human resource rather than control it. The findings and suggestions of this study may be used by the management, trade unions and also Government for developing objective national policy in this regard and also designing specific participative scheme for particular organization. Suitable adaption of participative management and its acceptance in true sense by the partners in the industry may lead to industrial and economic growth of India. The lessons learnt from Indian experience can also help the other developing countries to take steps in this direction. Participation being a living and dynamic process, there can be no final or permanent solution in it. Hence, there is always need for research and in-depth studies in this area so as to bring out many revealing factors responsible for the success of this dynamic process of participation under different situation and context. In the light of the discussions, it may be mentioned here that there is considerable scope for the development and implementation of appropriate employee participation programme in several sectors of national economy.

## 12. CONCLUSION

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Worker participation is indeed a productive mechanism for any organization. But its mere implementation does not guarantee its success. Many a times, it gives a sense of false assurance to the management. Trade unions and employers, however, are demonstrating mixed reactions because of wider questions of interest relations and employers prerogatives being involved. This in fact has been, among others, one of the key reasons for its slow growth in India. In such circumstances, full-fledged participation of labor in management is not a practical proposition. Overall conclusion drawn from the study is that although participative schemes introduced by the Government of India have not met the desired level of success, different groups in organizational functioning have not lost faith in the utility of participative management for achieving organizational goals. The Government may lead, but the main factor for success depends upon how the managements of different organizations adopt themselves to this style of functioning and designing an effective scheme best suited to their organizations. Philosophy of participation will minimize the confusion about employee participation both inside and outside the organization. WPM crystallizes the concept of industrial democracy and indicates an attempt on the part of an employer to build employees into a team which works towards the realization of common goal. The major findings and suggestions would help improve existing level of WPM so that it may result in better relationship, better performance, greater productivity, healthy industrial climate and, above all, improved human resource practices.

### 13. SUGGESTIONS

Important suggestions for making participative management success and reality include:

- ✓ Quest for industrial peace being the central preoccupation of employers, workers and the Government for a long time, emphasis should be on industrial peace for industrial growth and development. Suitable industrial climate is to be created.
- ✓ All employees should possess the basic knowledge of philosophy, operations and intent of participation within the corporate to promote joint working based on problem resolution rather than negotiating 'conflict'.
- ✓ Different in-house training and other suitable training programme can be arranged by management in consultation with recognized union and central trade union organizations to enable workers to discuss and contribute to the decisions in which they are to be involved.
- ✓ Workers education scheme could be considered as an avenue to create a condition where participative scheme will be success.
- ✓ The Government may enact suitable legislation in consultation with management association/employees organizations and central trade unions for introduction of workers participation scheme in any industry.
- ✓ With flexible broad outline and the exact scope provided by the Government, management in consultation with the recognized union should finalize the scheme by taking into consideration the organizations internal variables and external environmental conditions which affect participation.
- ✓ The Government should motivate all public sector organizations to introduce appropriate participative schemes to lead in this direction as the model employer. More autonomy is to be given to the public sector and there should be less interference from concerned ministries and Bureau of Public Enterprises in day-to-day running of these organizations.
- ✓ Labor Commissions of each state with representatives from trade unions and managements may form a small cell at the state level to carry on the follow-up measures in every state as per the direction of the central cell.
- ✓ Personnel managers in consultation with the union may set up a committee to examine both the needs and constraints of the industrial relation processes and procedures in designing an appropriate participative scheme for their organizations. Team development technique in a workshop situation is useful.
- ✓ Success of participation arrangement primarily depends, inter alia, upon resolving the equation of workers participation versus collective bargaining. Political and legal intervention has to play a major role in this direction, apart from the re-thinking on the part of trade unions and managements.
- ✓ The whole gamut of decisions rather than matters related to production and welfare are to be incorporated in the scope of functions of different joint forums to succeed participative management.
- ✓ Besides formal schemes, much importance has to be given to informal methods like job enrichment and enlargement, group-decision making, individual counseling, etc. to change the management style of functioning.

- ✓ There is a need to strike a balance between collective bargaining and legislation as possible instruments for introducing WPM. Selective and careful legislative support is desired under the present Indian condition.
- ✓ By spending little extra amount, an organization sometimes earns much more than that by way of employee's loyalty, better equality and improved quantity of output. Normally, monetary motivation takes care of most of the labor turnover problems.
- ✓ Management should take care of successful implementation and dynamic function of suggestion scheme, works committee, joint council and shop council to reduce industrial conflicts.

#### 14. FUTURE RESEARCH SCOPE

Future researches mainly shown ostentatiously its take on several mechanisms of workers participation technique and factors contributing to the efficaciousness of workers participation in management were ignored. Scope for future study lies in planning premises for determining content and context of agreement, sound feedback system model for prompt implementation, clear definition of objectives, rational goal setting model, implementation tool along with leadership skills, factors contributing to the efficaciousness of employee participation mechanism. These invite further study in this sphere. Participative management exists in more meaningful manner than earlier.

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