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Workers' Participation in Management: A Case Study Of National Thermal Power Corporation In India

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ABSTRACT

The participation of workers' in management is a concept by which the principle of independent and democratic administration of corporation is ensured for attaining peace and harmony in it. It is a symbol of joint and cordial relationship, which explains the extent of adjustment between the workers and management for the maintenance of peaceful and harmonious environment in the corporation. The technique of workers participation in management has been regarding as most powerful and strong behavioral tool for sustaining harmonious and cordial labor- management relations in corporations.

Keywords:-participation, workers, management, behavioral and relationship

INTRODUCTION

The involvement of workers in the decision making process has been termed variously as industrial democracy, employee participation, participatory management and workers' participation in management (Laxmi, 1977). The participation of the workers in management ensures improvement in workers efficiency and strengthening their ability which results in productivity increase. Whatever term is used, it is a system of communication and consultation, either formal or informal, by which employees of an organization are kept informed about the affairs of an undertaking and through which they express their opinion and contribute to management decisions. It is a distribution of social power in industry so that it tends to be shared among all those who are engaged in the work rather than getting concentrated in the hands of a minority (Mamoria, 1997). It satisfies the urge of workers for self- presentation and enhances their self -image by incorporating in the process of decision making. It brings about a drastic change in the feelings and attitude of the workers so that suspicion gives way to mutual trust, antagonism to understanding and a stable workable relationship is built up, ensuring industrial peace (Punekar, 1999).The purpose of participation of workers in management is to generate among the workers a sense of identity, belongingness and participation with a view to promote industrial harmony and to increase production. The concept of participation means sharing in the decision making power by the rank and file of an industrial organization through proper representatives, at all levels of management, in the entire range of managerial action (Mhetras,1966). The principle of participation of workers in management affords a self realization in work and meets the physiological and psychological needs of the workers by removing, to a great extend, any feeling of futility, isolation and consequent frustration that they face in a normal corporation setting. Good participation and greater responsibility in the decision making process on the part of workers would tend to developed in them organizational loyalty, confidence, trust, a favorable attitude towards supervisors and a sense of involvement in the organization. Participation may take different forms depending on the extent to which management entertains the involvement of the representatives of workers in the process of decision making. The different forms of workers' participation in management are of different types-sharing, consultation, association, joint decision making and implementation. The technique of workers' participation in management is considered as a preventive measure in the industrial relations system so as to maintain peaceful and harmonious corporation environment. The Primary purpose of this scheme is to seek maximum co-operation between management and workers in production at the work place. Thus, the

participation of workers in management is directed towards the identification of common interest between the management and workers and their pursuit through co-operation.

Objectives

The objectives of this study are follows:-

1. To examine the presence of participative forums and the periodicity of meetings of the forums.
2. To examine the extent of the implementation of decisions of participative forums and the involvement of workers representatives in the participative forums.
3. To analysis the enhancement of the management in the maintenance of participative forums and the periodicity of meetings.
4. To evaluate the role of workers in taking policy decisions, decisions on service and working conditions, productivity, manufacturing and administration and supervision.

RESEARCH METHODOLOGY

The study is intended to analyze the nature and extend of participation of workers in management in National Thermal Power Corporation (Ramagundam) Andhra Pradesh in India a subsidiary of government of India. For this descriptive study, primary data were collected from the sample workers, trade union leaders and managerial personnel with the help of interview schedules. Mathematical and statistical tools such as averages, percentages and Chi-square Test were used for the analysis of the complied data. The Chi-square Test was applied at appropriate places to test the associations of the responses of different groups of respondents. It was tested at 5% level of significance for the given degree of freedom.

Design of study

There are nine electricity producing units in National Thermal Power Corporation (Ramagundam). Broadly these units are classified as operative and non-operative units. These include as follows:-

- (A.) **Operative units:** - electrical maintenance, civil maintenance, merry-go-round department, coal handling plant, mechanical maintenance and coal & instrumentation.
- (B.) **Non-operative units:** - human resources, finance, materials and contracts and information technology.

Sampling and sample size

A sample of 488 workers and 119 managerial personnel were randomly selected from operative and non operative units. A multiple trade union structure in both the operative and non- operative units selected. There were 24 approved unions in all the units. Thus 140 trade union leaders were interview.

Methods of data collection

Data will be collected with the help of specific research tools (1) observation, (2) interview (3) interview schedule (4) records (5) secondary information was collected from the records maintained by each unit of the corporation.

INTERPRETATION OF DATA

The participation of workers in management is ensured by the formation of various participative forums. The analysis of the data reveals that various participative forums were in existence in National Thermal Power Corporation (Ramagundam) such as production committee, works committee recreation club committee and canteen committee.

Table:-1. Periodicity of meetings and forums of participation

Periodicity of meetings	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Monthly	282	58.3	96	68.5	61	51.3
Quarterly	206	41.7	44	31.5	58	48.7
Total	488	100	140	100	119	100

Table:-2. Decision of the forums of participation which are implemented

Decisions	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Important decisions	280	57.9	85	60.7	58	48.8
Some decisions	200	41.3	47	33.6	50	42.00
Very few decisions	8	0.8	8	5.7	11	9.2
Total	488	100	140	100	119	100

Chi-square =9.75; df=4; critical value at 5% level of significance=9.49

Table:-3 Enhancement of the management

Opinion	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Highly enhanced	77	15.8	16	11.4	30	25.2
Moderately enhanced	400	81.9	115	82.2	85	71.4
Least enhanced	11	2.3	09	6.4	04	3.4
Total	488	100	140	100	119	100

Chi-square=17.96; df=4; critical value at 5% level of significance=9.49

Table:-4 Participation of workers relating to policy decisions

Opinion	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Every time	96	19.6	21	15	13	10.4
Some time	338	69.2	102	72.8	76	63.8
Few time	54	11.2	17	12.2	30	25.6
Total	488	100	140	100	119	100

Chi-square =20.48; df=4; critical value at 5% level of significance=9.49

Table:-5 Participation of workers relating to the decisions of working and service conditions

Opinion	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Every time	280	57.4	52	37.1	58	48.7
Some time	195	39.9	76	52.3	56	47.1
Few time	13	2.7	12	8.6	05	4.2
Total	488	100	140	100	119	100

=22.13.; df=4; critical value at 5% level of significance=9.49

Table:-6 Participation of workers relating to the decisions of production

Opinion	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Every time	310	63.5	86	61.4	90	75.6
Some time	164	33.6	48	34.3	24	20.2
Few time	14	2.9	06	4.3	05	4.2
Total	488	100	140	100	119	100

Chi-square =8.9; df=4; critical value at 5% level of significance=9.49

Table:-7 to ensured Participation of workers in decisions relating to the manufacturing

Opinion	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Every time	286	58.6	62	44.3	76	68.8
Some time	184	37.7	68	48.6	34	28.6
Few time	18	8.7	10	7.1	09	7.6
Total	488	100	140	100	199	100

Chi-square =15.95; df=4; critical value at 5% level of significance=9.49

Table:-8 Participation of workers relating to the decisions on administration and supervision

Opinion	Workers		Trade union leaders		Managerial personnel	
	number	%	number	%	number	%
Every time	42	8.6	12	8.6	12	10.1
Some time	388	79.5	116	82.8	90	75.6
Few time	58	11.9	12	8.6	17	14.3
Total	488	100	140	100	119	100

Chi-square =2.24; df=4; critical value at 5% level of significance=9.49

CONCLUSION

Several participative forums involving workers and management representatives work in the National Thermal Power Corporation (NTPC), (Ramagundam) in Andhra Pradesh. The membership pattern in these participative forums reveals that they give an almost equal representation to both these categories. The workers representatives are capable of presenting their views quiet independently and freely in the meetings of the forums. The workers representatives are either elected by the workers themselves or by the trade union leaders. The study revealed that the management of NTPC (Ramagundam) in Andhra Pradesh is found to implement almost all the important decisions of the participative forums. The management with the help of workers ensures that they are capable of taking fruitful decisions regarding policy making, service conditions, productivity, manufacturing and administration and supervision. Thus, it can be concluded that all these factors point out to the effective functioning of the scheme of participation of the workers in the NTPC (Ramagundam) Andhra Pradesh.

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