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Subject: Human Resource Management
Topic: Worker's Participant in Management

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Workers Participation in Management



Meaning of WPM

A system of communication and consultation, either formal or informal, by which employees of an organization are kept informed about the affairs of the undertaking and through which they express their opinion and contribute to the management decisions.



Features of WPM

- Participation means mental and emotional involvement rather than mere physical presence.
- Workers participate in management not as individuals but collectively as a group through their representatives.
- Workers' participation in management may be formal or informal. In both the cases it is a system of communication and consultation whereby employees express their opinions and contribute to managerial decisions.

Levels of Management Participation or WPM

Information participation: It ensures that employees are able to receive information and express their views pertaining to the matter of general economic importance.

Consultative importance: Here workers are consulted on the matters of employee welfare such as work, safety and health. However, final decision always rests with the top-level management, as employees' views are only advisory in nature.

Associative participation: It is an extension of consultative participation as management here is under the moral obligation to accept and implement the unanimous decisions of the employees. Under this method the *managers and workers jointly take decisions.*

Administrative participation: It ensures greater share of workers' participation in discharge of managerial functions. Here, decisions already taken by the management come to employees, preferably with *alternatives for administration and employees have to select the best from those for implementation.*

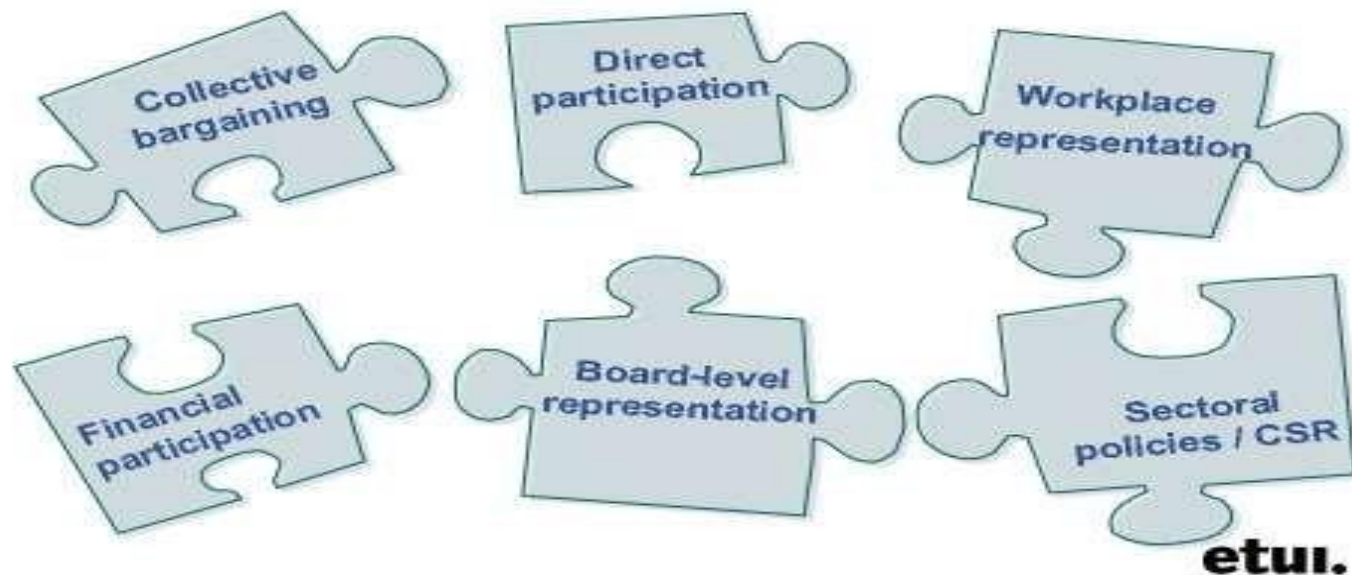
Decisive participation: Highest level of participation where decisions are jointly taken on the matters relating to production, welfare etc.

Objectives of WPM

- To establish Industrial Democracy.
- To build the most dynamic Human Resources.
- To satisfy the workers' social and esteem needs.
- To strengthen labour-management co-operation and thus maintain Industrial peace and harmony.

- To promote increased productivity for the advantage of the organization, workers and the society at large.
- Its psychological objective is to secure full recognition of the workers.

Employee involvement – Pieces of a still unfinished jigsaw



Forms of

WPM

- Suggestion schemes
- Works committee
- Joint Management Councils
- Work directors
- Co-partnership
- Joint Councils
- Shop councils



Suggestion schemes

- A suggestion box is installed and any worker can write his suggestions and drop them in the box. Periodically all the suggestions are scrutinized by the suggestion committee or suggestion screening committee.



Works

committee

Works committee deals with matters of day-to-day functioning at the shop floor level. Works committees are concerned with: Conditions of work such as ventilation, lighting and sanitation. Amenities such as drinking water, canteens, dining rooms, medical and health services. Educational and recreational activities. Safety measures, accident prevention mechanisms etc

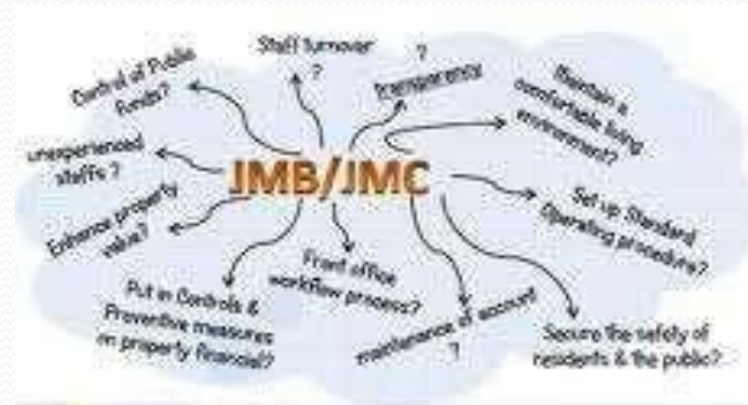


"Being open-plan allows us to bounce ideas around and communicate more freely as a group."

Joint Management

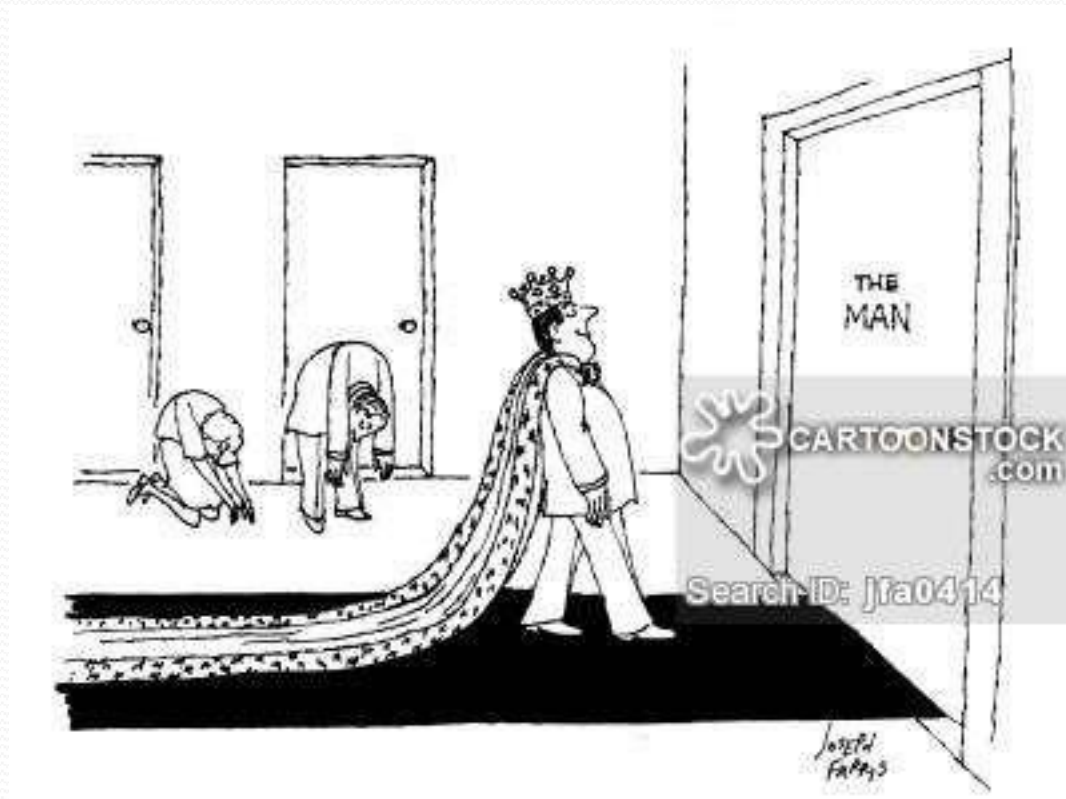
Councils

Wages, bonus, personal problems of the workers are outside the scope of Joint management councils. The council is to take up issues related to accident prevention, management of canteens, water, meals, revision of work rules, absenteeism, indiscipline etc.



Work directors

One or two representatives of workers are nominated or elected to the Board of Directors.



Co-

partnership

Co-partnership involves employees' participation in the share capital of a company in which they are employed. By virtue of their being shareholders, they have the right to participate in the management of the company.



Joint Councils

The joint councils are constituted for the whole unit, in every Industrial Unit employing 500 or more workers, there should be a Joint Council for the whole unit. Only such persons who are actually engaged in the unit shall be the members of Joint Council.



Shop councils


Shop council represents each department or a shop in a unit. Each shop council consists of an equal number of representatives from both employer and employees



Reasons for failure of Workers participation Movement in

India

- Employers resist the participation of workers in decision-making. This is because they feel that workers are not competent enough to take decisions.
- Workers' representatives who participate in management have to perform the dual roles of workers' spokesman and a co-manager. Very few representatives are competent enough to assume the two incompatible roles.
- Generally Trade Unions' leaders who represent workers are also active members of various political parties. While participating in management they tend to give priority to political interests rather than the workers' cause.

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- Schemes of workers' participation have been initiated and sponsored by the Government. However, there has been a lack of interest and initiative on the part of both the trade unions and employers.
 - In India, labour laws regulate virtually all terms and conditions of employment at the workplace. Workers do not feel the urge to participate in management, having an innate feeling that they are born to serve and not to rule.
 - The focus has always been on participation at the higher levels, lower levels have never been allowed to participate much in the decision-making in the organizations.
 - The unwillingness of the employer to share powers with the workers' representatives, the disinterest of the workers and the perfunctory attitude of the government towards participation in management act as stumbling blocks in the way of promotion of participative management.

Workers' Participation in Management in India

Workers' participation in Management in India was given importance only after Independence. Industrial Disputes Act, 1947 was the first step in this direction, which recommended for the setting up of works committees. The joint management councils were established in 1950 which increased the labour 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.



Thank



Human Resources