

A Study on Worker Participation in Management in Eastern Coalfields Limited

Parimalendu Bandyopadhyay
Assistant Professor, Department of Commerce
Kazi Nazrul University, Asansol, WB, India
email2pari@gmail.com

Structured Abstract

Purpose: Eastern Coalfields Limited (ECL) has acquired a prominent position as an indicator of the growth of economy and industrial progress of the country.

Design/Methodology: To assess the working of workers' participation in management in ECL is effectively or not.

Findings: From the analysis of the response of all the parties in the sample collieries of Eastern Coalfields Limited it is revealed that workers participation in management scheme has not been working well.

Conclusion: Evolving a participative culture in the management in the industry at all levels; a change in management style and approach to run the collieries is needed to introduce a participation system in all spheres of activities.

Originality/Value: This research work is very valuable in understanding the climate of healthy workers participative in management existed in the select collieries of ECL or not.

Implication: Existing the healthy workers participation in management in the select collieries of ECL is of great significance in order to boost up the economy of the country.

Keywords: Workers' participation management, Industrial Relations, Disputes, Collective Bargaining, Quality of Work Life

Paper type: Empirical Study

Introduction

Workers' participation in management means giving scope for workers to influence the managerial decision-making process at different levels by various forms in the organization.

Generally workers' participation in management is introduced to achieve the following aims:

- Increasing productivity for the general benefit of the organisation, the employees and the community.
- Giving employees a better understanding of their role in the working of the industry and the process of production.
- Satisfying the workers' urge for self-expression.
- Achieving industrial peace, better relations and increased co-operation in industry.
- Development of human personality.
- Development of leaders from within the industry.

Workers participation in management has assumed great importance these days because of the following:

- Reduced industrial unrest.
- Reduced misunderstanding.
- Improved communication.
- Higher productivity.
- Increased commitment.
- Industrial democracy.
- Development of individuals.

- Reduced absenteeism.
- Reduced labour turnover.
- Increased Quality of Work Life (QWL).
- Developed feeling of sense of belongingness, involvement.

Workers participation in management is a process of involvement and participation of workers representatives in the decision making of the management. The principal activities of participative management include effective involvement, sharing views, meaningful participation and contributing to management decision making of the organization.

Purpose of the Study

The study is focused on the need to raise the productivity level of workers through workers participation in management. The involvement of workers in management decision making is considered as a means for inducing motivation in the workers enhancing to positive work attitude and high productivity.

The study is also take into consideration that workers participation in management plays a preponderant role to develop understanding and trust between boss and subordinate that influences Industrial Relations pattern in industry. Worker participation in management has been seen as capable of providing workers conducive work environment, opportunity to exercise their inherent potentials, and willingness to pursue the corporate goals of the organisation.

Literature Review

Srivastava, (1994) stated that, Worker participation is of institutional and formal arrangements resulting into the creation of various participative forms to associate Worker representatives with management, participation management refers to managers specific style in which he interacts with the Workers, it can mutual trust, information sharing and problem solving.

Mannan (1994) explains that Worker participation is to authorize Workers to take part in managerial functions and they may be given power to plan to

make decision about their own work. These are formal ways in which Worker can participate in the management process, Workers are active in the process of decision making, provides education to Worker. It fosters initiative and creativity among them.

Monappa identified four types of participation – consultative, associative, administrative and decisive. Other participative models adopted by various enterprises can be classified into three groups as follows:

- Superficial participation, comprising information-sharing and suggestion schemes;
- Intermediate participation, comprising collective bargaining in both traditional and non-traditional areas, and consultation on restricted issues; and
- Real participation, comprising consultation on unrestricted issues and codetermination on restricted and unrestricted issues.

Mittal, (1996) Worker participation is to considered imperative for organization to cope with the myriad changes in the environment and make the rising expectation of Workers compatible with the requirements of high performance needs to identify centre of responsibility of decision implementation in the existing organizational structure so as to avoid situations where management may give their priority and time frame for implementation of the decision.

Mathur (1998) suggested that Worker participation occurs when superiors are required to share with subordinates the authority for making decision, which affect them or their work output. It may occur at the work group level or it may involve in organizational decision making. The effect or participation of Workers in decision making will increase the motivation of individual.

Michael, V.P. (1998) describes Worker participation in management is to increasing good will and co-operation which is a precondition to encourage the Worker to give more than minimum necessary to retain the work. A feeling of belonging to the place of work and a sense of workmanship and creativity. They resist group think, because they prefer only the expert in the

areas to make the decision. According to International Institute of Labour Studies is that Worker participation in management is resulting from practices which increase the scope for Workers share of influence in decision making at different their of organization hierarchy with concomitant assumption responsibility an instrument for increasing the efficiency of enterprises and establishing harmonious industrial relations.

MD. Anowar Hossain Bhuiyan (2010) they examined that participation in decision making has a positive correlation with motivation and performance. Garments sector are using some of the motivational activities such as transport, bonus, canteen, EPF, ESI, medical facility and profit share that will help the employee to motivate themselves.

Oluyinka Solomon, Noor Hazarina Hashim, Zohreh B.T. Mehdi, Musibau Akintunde Ajagbe (2012) they stated that the managers of manufacturing companies, multinational and domestic companies are adapt motivational programs it will enhanced employee productivity and organizational performance.

Nwoko Victoria O and Prof. Emerole Gideon A (2017) they concluded that employee participation in decision making process have a positive effect to the organizational performance so that the Institute adopt employee participation strategy in decision making to encourage the employees to attain the organizational goals and objectives.

Owolabi Lateef Kuye and Abdul-Hameed Adeola Sulaimon (2011) they stated that Increase in employee involvement in decision-making and support participation in management, learning behaviour has the positive effect of employee life and the organization.

Peter Butali and David Njoroge (2018) they stated that employee participation in decision making process and their involvement in organization plans and goal setting has to crate positive impact on employees as well as their commitment towards organizational performance. Employee participation is positive relationship with organizational performance it leads to higher employee performance and organizational commitment.

Sharan Kaur Garib Singh (2009) according to this employee participation in decision making process is to create positive mood states so they can give best to the management.

E. Sofijanova, V. Zabijakin-Chatleska (2013) this study explores the relationship between employee participation and the performance. This is to create positive relationship of employee involvement and it has the moderate effect on productivity, job satisfaction and motivation.

Elizabeth F. Cabrera, Ángel Cabrera, Jaime Ortega (2001) they examined that cultural dimension of uncertainty avoidance, competition and business strategy are the important determinants of employee participation.

Objective of the study

The study attempts to find out the actual scenario of workers participation in management working in the Eastern Coalfields Limited.

Hypotheses of the study

The working of workers' participation in management in ECL is effectively or not.

Database/Methodology

Here, I have studied the workers attitude through 'interview technique'- both guided and unguided in considering the more rational and scientific method of technique. Moreover, as such, questionnaires were administered and interview was made on 500 workers, 100 trade union officials and 100 executives in the sampled collieries. Strict attention has been paid to the sampling procedure so that all the requisite characteristics in the unit may not have any scope to lose its representative character. In order to measure the area of workers participation management, a pilot survey has been conducted to prepare questionnaire. And on the basis of the replies obtained in the pilot survey hypothesis have been taken into consideration in the area of workers participative in management.

Information and data were collected personally by the authors from each of the concerned

compiled and duly represented. A few office bearers of the trade unions as well as company employees have been interrogated through stratified random sampling method and tested by Chi-square to know homogeneity of the data and also their views regarding the existence of workers participation in management in the Eastern Coalfields Limited.

Result and Discussion

To have in depth understanding with regard to participative system working in Eastern Coalfields Limited the following question was put before the three parties (i.e. sample workers, trade union officials, management personnel)

Table 1

Percentage distribution of Workers, Trade union officials and Management regarding the participative system.

Workers participation in management is working in the Eastern Coalfields Limited.	%		%		%		%		%		
	VHDA		HDA		MDA		LDA		Dis.		
Workers	70	14.0	77	15.4	93	18.6	140	28.0	120	24.0	500
Trade Union Official	13	13.0	14	14.0	17	17.0	37	37.0	19	19.0	100
Management	17	17.0	17	17.0	20	20.0	30	30.0	16	16.0	100
Total	100		100		130		207		155		700

Source: Author's Complied

Table 2

Results						
	Very High Degree of Agreement	High Degree Agreement	Moderate Degree Agreement	Low Degree Agreement	Disagreement	Row Totals
Workers	70 (71.43) [0.03]	77 (77.14) [0.00]	93 (92.86) [0.00]	140 (147.86) [0.42]	120 (110.71) [0.78]	500
Trade Union Officials	13 (14.29) [0.12]	14 (15.43) [0.13]	17 (18.57) [0.13]	37 (29.57) [1.87]	19 (22.14) [0.45]	100
Management	17 (14.29) [0.52]	17 (15.43) [0.16]	20 (18.57) [0.11]	30 (29.57) [0.01]	16 (22.14) [1.70]	100
Column Totals	100	108	130	207	155	700 (Grand Total)

* chi-square statistic is 6.4146, *p*-value is .6009. The result is *not* significant at $p < .05$

Source: Author's Compiled

Table value of Chi-Square at 5% level of significance and at 8 degree of freedom = 15.50%

Here calculated value = 6.415

So, calculated value < tabulated value.

Hence the null hypothesis is accepted (workers participation in management is working in the Eastern Coalfields Limited) implying thereby that the rankings have no group bias.

Participative system refers a way of decision making in which employees are allowed the opportunity to participate in decision-making activity; Table reveals that the percentage of colliery workers who were dissatisfied regarding participative system in the organisation is 24% as opined by workers themselves. Trade union officials (19%) and management people (16%) also expressed nearly the same view on this issue. On discussion with the workers, management people and trade union officials, it was gathered that participative system in the collieries did not get momentum as was expected. The reasons for not effecting participative system may be ignorance of colliers, apprehension of workers for holding talks with the

management, mentally unpreparedness of workers, lack of knowledge on the subject of the workers, inter union rivalry / intra union rivalry, management reluctance / unwillingness to have discussion with workers, discussion on trifling issues not on vital issues etc.

Reasons of Failure of Workers Participation Management in Eastern Coalfields Limited:

- Not cooperative attitude among the management, trade unions and workers.
- Concept of Workers Participation Management is not precise.
- Some trade unions leaders are outsiders who for obvious reasons may not have necessary acquaintance / understanding with organization milieu, management philosophy, approach, vision. So they may not have proper observation in respect of Workers Participation Management.
- Follow-up measures are not sound and continuous.
- A majority of workers in Eastern Coalfields Limited are not properly educated and strongly motivated to assume decision making responsibility.
- Management lack a positive response to the idea of worker participation
- More emphasis has been given to participation at the higher levels and always less emphasis has been given to participation at workers level.

Conclusion

Evolving a participative culture in the management in the industry at all levels; a change in management style and approach to run the collieries is needed to introduce a participation system in all spheres of activities. It should be understood that in prospect the spirit of bipartism is the essence of collective bargaining as industrial relations system. And for its success, mutual trust and self-reliant attitude of both management and unions are the very basic needs in future days to come in collieries particularly in West Bengal collieries. To make the collective bargaining as a machinery to settle

disputes, the trade union leaders need to be educated through training, participation in different seminars workshops, conference.

Management should emphasis on value consideration. Worker should be treated as vital partners in coal mine not as commodity. So change in management philosophy is very much needed. Some workers expressed concern about the behaviour of some executives that demoralized them. To develop and promote the competence level of human skills of such executives, management should design a systematic mechanism and arrange for tailor made management development programme.

Suggestions to Improve the Effectiveness of Workers Participation Management in Eastern Coalfields Limited:

- The objective of Workers Participation Management should be precise in organizations.
- Worker union should be positively participating in it.
- Participation and awareness should be at all levels.
- Need continuous communication between workers, management and trade union.
- Management should nurture a positive attitude towards workers.
- Workers should be given aware of the importance of Workers Participation Management in organization.
- Proper implementation of all schemes relating to Workers Participation Management
- Conducting seminar, conference and training to all participants to build a good environment within in organisations.
- Disputes should be resolved without delay.

- Communication should also be informal in every level of organisations which will help to get friendly environment within in organisations.

References

1. Annual Reports of Coal India Limited.
2. Annual Reports of Eastern Coalfield Limited
3. Agrawal, D. (1982). *Industrial Relations and Collective Bargaining*. New Delhi. Deep and Deep Publications. A Study on the Industrial Relations in the Select Collieries of Eastern Coalfields Limited for the period 2010-11 to 2019-20 RAY: International Journal of Multidisciplinary Studies 28
4. Agrawal, S.L. (1980). *Labour Relations Law in India*. New Delhi. Macmillan.
5. Beestey, M. (1975). *Industrial Relations in a Changing World*. London. Croom Helm.
6. Bhat, A., Swami, R. (2014) *Industrial Conflicts Scenario in India Prabandhan*, Indian Journal of Management, 7(10), 132-138.
7. Chand, K., Viswanath, K. (1991). *Industrial Relations in Public Sector Industries in Andhra Pradesh State*. New Delhi. Ashis Publications House.
8. Dunlop, J.T. (1958). *Industrial Relation System*. New York. Henry Holt Co.
9. Dessler, C. (1998). *Human Resource Management*. New Delhi. Prentice Hall.
10. Davar, R.S. (2002). *Personnel Management & Industrial Relations*. New Delhi. Vikas Publishing House.
11. Ghosh, A.K. (2007). *Human Resources Management Text & Cases*. New Delhi. Manas Publication.
12. Ghosh, A.K. (2011). *Industrial Relations Text & Cases*. New Delhi. Manas Publication.
13. Ghosh, A.K, (1978). Unpublished Ph.D. thesis submitted by Dr. A. K. Ghosh in the department of commerce, Burdwan University, under the guidance of Dr.R.N. Banerjee, formerly professor of department of commerce Burdwan University.
14. Ghosh, A. (2012). *A Contemporary Model for Industrial Relations Relook from Global Perspective: SAGE Journals: Management and Labour Studies*, 37(1), 17-30.
15. Giri, V .V. (1992). *Industrial Relations in the Printing Industry of Orissa–A case study of Cuttack*. ICSSR Research Abstracts Quarterly, XXI (3 & 4). 233-241.
16. Govind, G., Santosh. (2014). *The Indian Trade Union Movement: New Challenges*. Indian Streams Research Journal, 4(6), 122-129.

17. Gujral, M.S (1985). Industrial relations in coal India Ltd. *Personnel Today*, 6(2), 15-21.
18. Gupta, A. (2014). Trade Unions & Industrial Relations: *Global Journal of Research in Management (GJRIM)*, 4(1), 98-110.
19. H, Rajesh. Manoj, P.K. (2013). Trend and Pattern of Industrial Disputes in Kerala and the Implications on Industrial Relations in the State. *International Journal of Scientific Research* 2(11), 341- 344.
20. Lee, G. C. (1989). Industrial Relations in the Japanese Banking Industry. *Indian Journal of Industrial Relations*, 25(45), 156-161.
21. Masthan, D., Reddy L. V. (1986). Industrial unrest in Madanpalle Spinning Mills – A case study. *Personnel Today*, 7(3), 19-27
22. Mathur, T.N. (1990). *Industrial Relations in Post and Telegraphs Department*. Jaipur: Arihant Publishers.
23. Mamoria, C.B., Mamoria & Gankar. (1996). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publication House.
24. Monappa., A. (2004). *Industrial Relations*. New Delhi: Tata McGraw-Hill.
25. Moore. Sain & Stephanie. Tailby. (2015) .The changing face of employment relations: equality and diversity. *Employee Relations: Special Issue: The changing face of employment relations*. 37(6), 705–719.
26. Parashar. Kumar, B & Thakur. Satendra. (2018) Literature Review: A study of Industrial relation management in Indian ordnance factories in Madhya Pradesh. *Sankalan*, 3(1). 134-144.
27. Pathania, R. (2012). Industrial Relations in India in the Era of Liberalization. *IOSR Journal of Humanities and Social Science*, 2(6) 2012, 22-26.
28. Park, R. (2018). Employee participation and outcomes: organizational strategy does matter. *Sankalan*, 37(5), 604 – 622.
29. Paul, M. (2015). The changing nature of collective employment relations, *Employee Relations*.The changing face of employment relations. 37(6). 645-657.
30. Paul, N. (2015). The past and future of trade unionism, *Employee Relations*. The changing face of employment relations, 37(6), 683–691.
31. Singh, V. B (1968). *Climate for industrial relations, a study of Kunpur cotton mills* Mumbai: Allied Publishers.
32. Sodhi, J. S. (2013). Trade Unions in India: Changing Role and Perspective. *Indian Journal of Industrial Relations*. Shri Ram Centre for IR & HR, 49(2). 169-184.
33. Shrivastava, P. (2015.). *The New Age Path of Industrial Relations*. *International Journal of Business and Management Invention (IJBMI)*, 4(9).40-43

34. Veeraselvam, M. (2014). A Study On Workers' Participation In Management At Private Sector Company In Madurai. Shanlax International Journal of Management. Vol 2. 67-87
35. Vijayashree ,P. & Chandran, M. (2019). Influencing factors of employee participation in decision making process. IJRAR- International Journal of Research and Analytical Reviews. VOLUME 6. ISSUE 1. JAN – MARCH- 2019.