



NECESSITY OF WORKERS' PARTICIPATION IN MANAGEMENT

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Abstract:-

People are not merely a cost center but a great profit center. Let workers participate in the designing of jobs, in the determination of working conditions, terms of service, job evaluation, automation and such other topics in which they are vitally interested. Such participations convert human resources into human capital or human assets. In short participation of workers (including labor) in management is the master key for obtaining rising productivity as it can convert people into great profit centers. Model offering workers' participation in industry at two levels: first is shop floor or departmental level and second is plant or enterprise level. It always encourages participation of employees, in decision making process on matters relating to production, safety, working conditions, absenteeism, labor welfare and overall enterprise efficiency, as well as shop or departmental efficiency. Shop council will have equal representation workers and management.

Keywords: - Management, Industrial Relation, Productivity, workers participation, Employer & Employee.

Introduction:-

Concept of workers participation is rooted in the human relations movement and the growing importance of organization behavior based on the behavior science. The concept of workers participation is viewed through a variety of perspectives. Labor participation of industry is viewed as industrial democracy in action. Mahatma Gandhi said "If labors are co-equal to owners, their organizations should have the same to the transaction of the business are share holder. Industry is now considered as a social institution. The management employees and the community have equal interest in the survival and prosperity of industry.

The concept of workers' participation is based on the principle of co-partnerships in industry. It is naturally to the master-servants relationship as well as to worker legislation of state intervention. In other words, it demands maximum co-operation between management and labor. Decisions are taken by employers and employees: the two main parties as equal co-partners. It means co-functioning, playing first part in an integrative unity, contributing all that one is good for the organization.

NEEDS OF WORKERS' PARTICIPATION:-

- Recognition of human factors and human relation in industry for achieving higher productivity, ensuring greater employee morale and harmonious industry relation. All this emphasizes the need and desire for grooming workers' participation in management particularly at the plant level the humanitarian approach.
- Principle of industrial psychology and the new trends in personal management have also stressed the imports and need of workers' participation in management. It means

decision making process of those matter in which workers are directly involved.

- Workers at present era are literate, educated and well informed and they want to be treated by the management and employers as responsible persons capable of assuming greater responsibility showing initiative and creative ideas. With such types of workers, the need for workers' participation in management is always ever-increasing and management must be democratic under such circumstances.
- To avoid workers' unrest and ensure maximum output, management today must accept the zone of workers' autonomy by granting workers right to participate in the management so that it will reduce tension, grievances and it will provide satisfaction to the employees. Only on the basis of genuine partnerships between workers and management, true and enduring peace in industry can be established.

Aspects of Workers' Participation in Management:-

Each five year plan emphasizes the needs and importance of workers' participation. Participation of workers in management is inevitable & indispensable from economic, psychology and social aspects.

- **Economic aspects** - workers has a right to share the gains higher productivity and prosperity of enterprise. Productivity cannot increase without full co-operation between workers and management.
- **Psychological aspects** - acnes of important, pride and accomplishment, freedom and opportunity for self expression, feelings of belonging, sense of workmanship and creativity – these psychological factors cannot be satisfied without workers' participation.

- **Social aspects-** participation in management and worker roots out industrial conflicts and removes or reduces disputes. Under participation, industry is regarded as a common or joint adventure which will sink when both workers and management have a feeling for a cause, and a desire to give and take, and to work jointly for the prosperity.

Workers participation alone can provide for the integration of workers' interest with those of management making the workers a joint partner in the enterprise in which he is investing not his money but his life. Thus participation provides sound foundation for human relation in industry and it can ensure increase in production, improved industrial harmony and peace.

Factors strengthening the feeling of having capacity to growth and accept responsibility by workers each as under:

- Modern technology demands knowledge workers to co-operate intelligently with Management.
- Workers are equal partner for accomplishing enterprise goals.
- A welfare state adopting socialist ideology shows greater interest into client economic development and workers' welfare under industrialization.
- Only satisfied work force can co-operate with capital to secure steady and growing industrial production at lower cost of production.
- Growth of higher level or secondary demands active workers' participation in decision making power.

The five year plans since 1961 have finally accepted workers' participation as a fundamental principle and an urgent need. At long lasting workers' participation in management in India has been found to be an all-cure remedy for solving the burning problems of industrial relation in India.

Benefits of Workers Participation in Management:

The benefits of workers' participation in management are as under:

- **Encourages workers to accept responsibility:-**

Participation of workers in management increases workers sense of responsibility an employee's adopt responsible attitude towards their work. They become ego-involved and emotionally involved. It is an effective counter measure for workers' apathy.

- **Encourages better decisions:-**

Participation enables frank decision between workers and management. No man can know it all. Diverse viewpoints brought out during the course of discussion cannot be ignored and combined judgment after full consideration will naturally provide better decision.

- **Improves Moral And Team Work:**

When workers help in solicited in solving the work problems, these gives important to the workers it tends to increase the satisfaction of their high level drives. It also increases job satisfaction. In a climate of participatory leadership, moral is quite high and workers turning over, absenteeism and grievance rates are much lower.

Uses Creativity of Workers:

Participation gives opportunity to intelligent workers to demonstrate their knowledge, skill, imitativeness as well as creativities. Highly capable person having talent can be easily spouted out and offered due promotion. Participation enables' the management to capitalize on the talents and abilities of workers.

- **Provides ample scope of for self expression and self advancement:**

Participation can provide valuable training ground and opportunities for self expression or self advancement of workers. Workers' participation can be considered as instrument for management development.

- **Restore Human Dignity:**

Workers' participation can restore a measure of human dignity, motivation and mutual interest. These three are fundamentals of human relation programs.

Workers participation increases productivity, improves quality of product, reduces grievances and conflict, reduces labor turn over and absenteeism and tardiness and above all, it can increase the income for distribution to those who are directly involved in the enterprise.

Limitation:

However, it has certain limitations. They are as follows:

Managerial reevaluation indicating the need of management by experts, reduces, appreciably the scope of participation by rank file of workers in modern management.

- In India workers especially labors are not literate or educated. In general, workers are incompetent to take intelligent interest in the decision making process on various managerial problems.

- In India 60% labors are having meager wages; they face the problem of satisfying the basic needs of life.
- The average workers have neither time nor energy nor interest in exercising their right to participate in the management.

Conclusion:

To conclude, it can be said that workers' participation as a system of two way flow of information and ideas by which employees of organization are kept dually informed of the plans policies and operation of company and employers are also duly informed of workers' reaction, opinions, difficulties. Workers can contribute intelligently in the managerial decision making process at least on vital matter affecting employee interest. It provides an opportunity for every member of an organization to contribute his ingenuity as well as his physical efforts for the improvement of organization, effectiveness and for enhancing his own economic welfare.

Besides, management and workers must realize that their interests are inextricably interwoven in the industry. Instead of

depending on outside help viz. help from the state. They have to help themselves and secure industrial harmony. Collective negotiation, free consumption, open communication, and mutual understanding at all levels of an organization and mutual reliability in each other should be taken as demands of the new era ushering in the industrial relations for industrial productivity.

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