

Workers' Participation In Management

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ABSTRACT

Workers' participation in management which has not been adopted successfully in many industrial units is quite a relevant topic even in the present context. The country has not reached a level of development where a transition can be effectively made from the authoritarian style of management to a highly democratic style of management. However, the desired objective is to democratize the organizational structure and to have a larger measure of participation and democracy in industrial organizations. There are certain organizations where better results have been achieved, because of management's conviction in the democratic system and a strong will to implement it in the organization.

Organizations like Tata Steel have implemented it very successfully and have reaped the desired result. Effective participation is a continuing process of education for the entire workforce of an organization. By virtue of over-viewing the joint consultations department of Tata Steel for years together, the author has experienced the system in Tata Steel very closely. The article covers experiment of Tata Steel elaborately in addition to the scenario in India, and ILO on participative management culture. He has suggested quite elaborately steps to make the scheme a success. The paper has presented an overall view on workers' participation in management.

INTRODUCTION

Workers' participation has been widely accepted as an essential feature of industrial democracy and an important means of achieving peace and harmony, and workers have been described as partners of an industrial venture. As an active partner, unlike a sleeping partner, the worker has positive contributions to make and he can legitimately claim a share in the gains of

collective endeavour, along with the two other partners, namely shareholders who have invested their money and, what is generally forgotten, the industry itself which must have its share for its very survival and sustenance.

There have been conflicting views on the exact share of each partner, and discussion on them should always be rewarding for industrial managers, particularly those in the personnel field. This status of worker as a partner entails his closer association or his active involvement with the organization of which he is an integral part, beginning with the shop floor and going up to the top level.

According to Maslow, after satisfaction of Psychological and Safety needs, a person needs social / affiliation, ego needs satisfaction and self-actualisation. Douglas Mc Gregor's theory 'Y' stipulates that a person needs positive atmosphere, conducive work-culture and encouraging work-ethos to unfold his potential. Herzberg's two-factor theory clearly states that hygiene factors do not motivate. For motivation, another set of factors like autonomy, challenge, variety etc. are required. Adam's Equity theory talks of parity and non-discrimination as factors of motivation.

The 'relatedness' in Alderger's ERG theory clearly says that workers want to relate themselves socially to get motivated. Mc Clelland's need theory has 'power' and 'affiliation' as dominant factors for motivation.

Participative management is focused more on achieving commitment by providing for all the above mentioned motivational needs than simply extending decision making

power to the employees. It requires a change in culture, which may include a series of items ranging from access to information, involvement in decision-making, sharing ownership, and redistribution of rewards, etc. In other words, it amounts to devolution of power to work places. Power should be used to get work done than to stand over others. It has a motivational constituent and it has to be used as a managerial strategy to strengthen employees' feeling of self-determination or self-efficacy. In fact, participation is a process of enhancing the feeling of self-efficacy among employees through identification of conditions that overcome powerlessness and foster empowerment.

To enable the best in a man to come out, it is necessary for him to know why he is doing certain things. Participation is a quest towards that end. He seeks meaning in his work and place in the organization and he finds that in participation and not in traditional management.

Traditional Management System is based upon "Span of Control and Chain of Command" and "Control and supervision". There is a clear division - one group to manage, to take decision, to use brain - another group to work, to obey and use only hands. Money is considered the only motivator. The policy of "Carrot and Stick" is followed to govern them.

Such a system leads to dehumanized workplaces - repetitive, boring, frustrating and alienated employees. Larger organizations block individuals growth, their self-development, and self-identity. Such a situation leads to apathy and waste of human activities and dysfunctional practices, wasteful and destructive functioning.

PREPARING WORKERS FOR PARTICIPATION

Management experts and behavioural scientists view employees participation in

management as a progressive measure to improve the quality of decision-making and integrating the individual employee with organization. They see in it an enrichment of the organization process through better contribution from people at different levels. Warren Bennis, a leading behavioural scientist, writes: "Democracy in industry is not an idealistic conception, but a hard necessity in those areas in which change is ever present and in which creative scientific enterprise must be nourished. For, democracy is the only system of organization which is compatible with perpetual change".

Practising managers, however, remain apprehensive that in practice, participative management culture may create more problems than it may help to solve. They feel that unless right attitude exists, this will be of little avail. Middle management and supervisory personnel view it with dismay. Their contention is that this will erode their authority further. They fear that the result will be only more interference and less orderliness in work.

For trade unionists, it is more a matter of right in establishing a new order of relationships between the managerial and working classes. They tend to view it as a 'watchdog' instrument against wrong managerial decisions. They feel that given an opportunity, the working class can maintain vigil and keep the managers on their toes and thereby improve productivity.

The general public is often led to think that mere appointment of worker directors on the boards is all that participative management connotes. While this may be a symbolic move, it is a far cry from giving real substance to participative experiments in the light of strikes and lockouts which are the prerogatives of labour and management in respect of bargainable issues, whereas the realm of participative management is in the area of non-bargainable work-based issues.

It is evident from the various viewpoints that considerable preparatory work has to be

done before the participative style of management becomes a reality. Before going on to co-decision and co-control, the "information consultation" phase is an important prerequisite. A continuing educational strategy is needed to bring about a change in the culture for effective participation to happen. The workers generally are capable enough to contribute ideas. However, their willingness is yet another matter altogether. Also, it would be futile to expect them to contribute in the absence of information in the areas where they are expected to give suggestions.

For instance, if they do not know about the company's emphasis on product plans, they will not be able to focus their efforts on the most profitable areas. It is, therefore, necessary that all valid information and knowledge be shared to enable them to think constructively. Even at managerial levels, leave alone the workers, adequate information regarding a company's plans and policies is not available.

Since information is power, many a time there is unwillingness on the part of those who possess it to share it with others. The first step, therefore, in creating the right climate for participative management, is the uninhibited sharing of relevant information. As nature abhors vacuum, the absence of information only succeeds in activating the rumour mill with its consequent distortions through the grapevine.

Further, management's credibility has to be established amongst employees. Only management information may not breed credibility and may arouse suspicion, if presented in sophisticated forms. If management decisions are to be understood, some amount of business knowledge is required. Some companies run courses to give workers basic business knowledge to enable them to perform more effectively in worker-management council sessions. Once information is shared, one can move up to the consultation stage. As Alfred Marrow, president of a company

which had adopted the participative style extensively and successfully, puts it, 'workers know more about their job than anyone else. They spend 48 hours a week doing nothing else and most of their suggestions for improving methods are practical. But unlocking this stock of ideas is no easy job. Workers, who for years have been denied involvement and influence, also lack the skills required for effective participation. They are either timid or too aggressive. Only slow and careful reduction of these factors can change deeply ingrained attitudes.'

During the preparation for participation, therefore, after preliminary unfreezing of the participants, the next task is to tap their ideas preferably through an open dialogue. The entire set of idea is categorized by the participants into two broad areas - what workers should do and what other, including management, should do with regard to each suggestion for improvement in working or workplace. The dialogue that follows between management representatives and participants mutually explores each idea in depth for giving it a practical shape for implementation.

Encouragement to constructive dissent and its resolution in the light of organizational goals help to enhance managerial credibility. The greater the tendency towards free and open exchange of ideas - the uninhibited airing of opinions - the stronger are the ties of confidence and trust between workers and management.

In dealing with the rank and file directly, the response of trade unions is an important factor. Since only non-bargainable issues fall within the realm of participative management, the bargainable issues have necessarily to be dealt with by the representative system of trade unions. This clear distinction, if well understood, can avoid a lot of confusion.

There are no short cuts to preparations for effective participation. It is a long drawn and

a continuing education process for the entire workforce, including managers, in the framework of overall organizational development efforts. To quote Rensis Likert, -- who spent a life time with the best organizations which recognized the value of people. "Participation denotes an overall attitude of management, not a particular tool or technique. It is based on the belief that workers are most productive only when they feel fully committed to their goals on the jobs. The degree of commitment depends on how much they have shared in both setting the goals and defining the methods of achieving them. They do not want to run the organization in just as much they do not want to be thought of as robots." Shyness on the part of managers and aggression on the part of workers can be overcome only through gradual preparatory experience. Jumping into institutional forms without this preparation will complicate rather than solve problems.

SCENARIO IN INDIA

Workers participation in Management has figured in Article 43A of the Constitution of India which reads - "The State shall take steps by suitable legislation, or in any other way, to secure the participation of workers in management of undertakings, establishments or other organizations engaged in industry". Besides this, a provision has been made in the I.D. Act 1947 to compulsorily constitute a "Works Committee" in such industries where 100 or more persons are employed. Equal number of representatives from the management and workers participate in this committee "to promote measures for securing and preserving amity and good relations between the employer and workmen". This committee works as a forum for information sharing and consultation.

In mid 1950s, Industrial Policy Resolution of the Government emphasized on the Joint Consultative Committees. Subsequently, at the initiative of the government, different participative committees were formed at

shop floor level and at the corporate level named as Shop Council, Plant Council and Joint Management Council. These committees were consultative bodies and it was not obligatory on the part of the management to accept their recommendations. However, these councils could not perform successfully and serve the purpose for which they were formed.

With a view to giving legal status to the participative management process, the government, in 1990, introduced a bill in the Parliament. However, the bill has remained there till date and it has not been passed as an Act of Parliament.

CLOSER ASSOCIATION OF EMPLOYEES WITH MANAGEMENT IN TATA STEEL

Tata Steel has been a pioneer in the field of human resource management and industrial relations. It introduced an eight-hour working day as far back as 1912, before it had been generally accepted in the USA or Europe. 'Leave with pay' was introduced in 1920 at a time when it was unknown in Europe and the USA. 'Provident Fund' then unknown in Europe and not introduced in India until 1952, was started in 1920. 'Accident compensation', introduced in Tata Steel in 1920 was much more liberal than the 'Workmen's Compensation Act'. And the first step towards more harmonious industrial relations was taken in 1919 by setting up of the Joint Works Committee.

These schemes are largely the result of the foresight of Jamsetji Tata, who was a man far ahead of his time, a missionary with a rare blend of idealism and realism. This idealism was well expressed by Dorabji Tata, his son and successor of Jamsetji Tata as far back as 1917 in the following letter.

"The welfare of the labouring class must be one of the first cares of every employer. Any betterment of their conditions must proceed more from the employers downward than be forced up by demand from below, since labour contended, well-housed, well-fed,

"well brought up" and generally well looked after, is not only an asset and a advantage to the employer, but serves to raise the standard of industry and labour in the country. In looking after the labour of today, we are also securing a supply of healthy and intelligent labour for the future".

Inspired by such ideals, the Steel Company embarked in 1956 on a momentous scheme of closer association of employees with management with the objectives of

- a) promoting increased productivity for the general benefit of the enterprise, the employees and the country;
- b) giving employees a better understanding of their role and importance in the working of the industry and in the process of production, and
- c) satisfying the urge for self-expression.

An enlightened and pragmatic management approach, a strong and responsible trade union, trained executives and supervisory staff, a mature and committed workforce and, above all, an all-prevailing spirit of discussion and consultation on matters of substance made it possible to introduce the scheme detailed below.

The Scheme

A three-tier set up of Joint Councils has the JOINT DEPARTMENT COUNCILS (JDCs) at the base, one for each department of the Works or for two or more small-size departments. Overseeing them is the JOINT WORKS COUNCIL (JWC) for the entire Works and outside departments. At the apex is the JOINT CONSULTATIVE COUNCIL OF MANAGEMENT (JCCM).

The Joint Councils at their respective levels study among other things operational results, production and productivity related issues, elimination of waste and reduction of costs. Promotion of safety and employee welfare, curbing of absenteeism,

improvement of working conditions, etc. also fall within the purview of the JDCs which are required to follow up the implementation of their recommendations and decisions duly approved by the management. At the intermediate level, the Joint Works Council (JWC) is empowered with the special task of reviewing every month the working of JDCs and a few other joint bodies such as the Suggestion Box Committee, Safety Appliances Committee, General Safety Committee and Central Canteen Managing Committee. The Joint Consultative Council of Management (JCCM) considers, among other things, any matter referred to it by the Joint Works Council (JWC) and advises management on economic and financial matters.

The membership of the JDCs, ranges from eight to twenty, depending upon the size of the department, with equal representation from management and union. The JDCs hold two meetings every month - one to discuss matters relating to productivity, costs, yield, improvement in process, etc. and the other to consider subjects concerning safety, welfare, etc. The JWC meets every month and the JCCM once in three months.

- a) The management accepts for implementation all the unanimous recommendations of the councils except those which cannot be executed due to financial constraints. When management is not able to accept a unanimous recommendation, it explains the reasons for this.
- b) Every alternate year, the Vice Chairman (union representative) presides over JDC meetings and the Chairman (management representative) functions as Vice Chairman. This gives an opportunity to union representative to become conversant with the responsibilities of running JDC meetings and sharing management's responsibilities.

- c) Each year, the JDCs hold their annual meetings where the employees are free to ask questions relating to their department, Company operations, welfare, etc. Senior executives of the Company reply their questions, indicating whether they can be accepted for implementation or not. This gives an opportunity to all employees of the department to draw management's attention to their problems and also to offer suggestions in the presence of the top management and union officials.
 - d) A half-yearly meeting is also held where questions mostly of a technical nature are raised and suggestions made.
 - e) The JDCs discuss their respective departmental capital and revenue budgets before they are submitted for management's approval.
 - f) The JDCs finalise, after detailed discussions, their department's annual production-cum-efficiency targets.
 - g) To expedite implementation of JDCs recommendations, two high level joint cells function - one for Works departments and the other for non-Works departments.
 - h) JDCs have been authorized to draw a considerable amount fixed at each financial year to be spent at their discretion on purchase of small capital items or on schemes benefiting a large number of departmental employees.
 - i) Similarly, every year, a sum is kept at the disposal of each JDC for being spent on safety measures undertaken in consultation with the Safety Department.
 - j) A competition is held amongst all JDCs based on their performance annually and JDCs adjusted first, second and third based on their overall functioning
- are given a shield and an amount for all employees under such JDCs.
 - k) During each financial year, the JDC which records the highest per capita blood donation is given a shield and the employee, who donates blood for the maximum number during that year, (excluding those already rewarded) is given a gold medal.
 - l) At the end of each financial year, a meeting of Chairmen, Vice-Chairmen and Secretaries of JDCs is held to take stock of the functioning of the scheme and to consider proposals for its improvement.
 - m) JDC members undergo a three-day special course at TISCO Management Development Centre to improve their skills and knowledge as JDC members.
 - n) Heads of departments set apart some time each day to discuss JDC items and other matters with the Union Committee Members (Shop Stewards) who are allowed two hours off work daily for that purpose.
 - o) Each JDC has a separate Welfare Fund in which substantial amounts have been collected by voluntary contributions by departmental staff. This fund is administered by a joint sub-committee for helping the needy employees of the department.
- In the following areas also, participative management culture functions:-
1. A 'Permanent Joint Rates Committee', composed of union and management representatives, has been functioning since 1947 to determine the question of wage compensation in case of grievances. This committee works as a supplementary body to the normal mechanism of wage settlements.

2. For promotion to the skilled categories, the desired level of proficiency of an employee is determined by a joint committee named 'Trade Test Specification Committee' which lays down in detail the skill requirements for the various skilled and highly skilled positions.
3. Though there is a promotion procedure in the Company arising out of union-management negotiations for workers, subsequent refinements in this area like drawing up of succession charts, laying down of procedures, etc., have been introduced after discussions at the shopfloor or middle management level through a system of participative management system.
4. Provision of safety appliance to employees is based on the recommendations of the 'Safety Appliances Committee' which is a joint committee.
5. Allotment of houses to the workers and supervisors is made by a joint committee called 'House Allotment Committee' consisting of members from management and union.
6. Union representatives are nominated on 'Zonal Committees' which review various grievances, ranging from warning to discharge / dismissal, questions of acting, promotions, seniority, etc. with the management. The unanimous decisions of Zonal Committees are implemented by management.

These practices clearly indicate that employees participation with management in Tata Steel is not confined to certain limited area only, but covers most key functions. Whereas these functions are regarded by most managements as management's preserve, in Tata Steel, the entire process has been democratized.

I L O ON WORKERS PARTICIPATION IN MANAGEMENT

ILO has defined workers participation in management as under:

"Workers participation may broadly be taken to cover all terms of association of workers and their representatives with the decision-making process, ranging from exchange of information, consultations, decisions and negotiations to more institutionalized forms such as the presence of workers' members on management or supervisory boards, or even management by workers themselves as practiced in Yugoslavia". This definition by ILO, however, was given before the collapse of Communism and disintegration of Russia, Yugoslavia and other east European countries.

Definition by ILO has provided important parameters of workers participation in management. They are:-

- (a) Association of workers and their representatives with decision making process.
- (b) Exchange of information.
- (c) Consultation
- (d) Decisions and negotiation.
- (e) Institutionalised form through the presence of workers' members on management or supervisory board.
- (f) Management by workers themselves.

STEPS IN THE PARTICIPATIVE MANAGEMENT PROCESS

Going by the definition of workers participation in management by ILO, the following steps require further elaboration.

- **Sharing of information**

Information is power and everybody including workers desire to get information about their organization, history, product / services, economic status, quality of work & life, contribution to the society, acceptance of products / services in the market, competitor, if any, difficulties, if any, faced by the organization, organization's policy towards man-power, social security measures taken, compliance of legal obligations, financial health and future of the organization etc. While sharing of information by the management makes workers feel secured, motivated and informed, lack of information makes them suspicious and generates mistrust which, in turn, make them demotivated. Managements with autocratic or bureaucratic approach do not provide information to workers & supervision to a great extent while

professionally managed organizations with open minded approach share information at great length for they find it rewarding in a competitive market scenario.

- **Consultation**

Management may consult workers broadly in three areas viz. job related area, job surroundings and safety related area, and HR policy-change area.

With a view to improve the production and productivity / services, workers may be consulted regarding job content, technological aspects, job improvement methods etc.

Workers may be consulted on issues such as work environment, safety at workplace, management of existing welfare facilities and satisfaction level in the organization.

The third area of consultation may be in the matters where the management is contemplating certain changes in the HR policy which are likely to affect the

employees.

Section 3 of the I.D. Act 1947 requires that organizations employing 100 or more workers should have works committee with equal number of representatives from the Management and the workers or their Trade Unions. General issues relating to safety in the workplace, welfare provisions, suggestions for better working conditions and productivity improvements are taken up in the Works Committee. The Works Committee, however, can not take up issues relating to wages, promotions, transfer, individual grievance, matter already covered under a Bi-partite or Tri-partite agreement between the Management and Trade Union. The Works Committee is a recommendatory body and the recommendations are not binding on the employer. Works Committee works as a feedback forum for management to know as to what workers feel about the management based on which management can initiate action to improve employees satisfaction level, if required.

- **Decision & negotiation**

Decision making process is generally considered as prerogative of management. However, there are certain areas where employees through their Trade Union are associated. Framing of standing orders requires Tri-partite agreement viz., Management, Trade Union and Government. This joint decision is taken through consultations and negotiations. Collective bargaining is also one of the processes of participative management where management and union agree on issues such as wage agreement, certain welfare facilities etc. after through negotiation.

- **Workers' representatives in Management or Supervisory Board as Director.**

Workers participation at Board level was first tried in Banking industry. The Board of Directors takes corporate decisions after

taking into consideration both micro and macro level socio-economic-environmental conditions. Matters which are directly connected with workers often do not find place in the agenda of the Board meeting as they are handled at the enterprise level. Further, in most of industries, there are multiple Trade unions and in that situation, it becomes difficult to select someone from a Trade union leaving behind other Trade unions.

Moreover, active participation in the decision making process at the Board level presupposes that the Board Members are capable and qualified enough to understand, appreciate and give opinion on the matters. Here also, Trade unions, more often than not, lack competence to represent effectively at the Board level. The government even experimented by appointing Mr Baga Ram Tulpule, a very senior and competent Trade Union leader as the Chief Executive of Durgapur Steel Plant. However, the experiment was not very successful. The concept of workers participation at Board level being very lofty, it has its limitations as explained above.

- **Workers Self Management**

Workers Self Management was there in Yugoslavia before it was disintegrated into smaller countries. It was developed in Yugoslavia arising out of the socio-economic and political conditions prevailing in the country after the second World War. Under this system, people in a specified area or commune decided to set up such industries if they thought it viable. It was upto them to arrange fund for investment through banks or other institutions. Two managing bodies were set up known as Composite Organization of Associated Labour (COAL) and Basic Organization of Associated Labour (BOAL). Under BOAL / COAL, the workers themselves used to set up management team often by hiring specialized managerial personnel for the management of the organization. The profit or surplus generated used to be shared by

the people in the organization following certain principles. It was the National policy of the country enforced through legislation on the matter.

The system, however, did not work very effectively as a result many establishments chose not to set up business in Yugoslavia and opted for neighbouring countries.

In India, Kamani Tube was taken over and run by workers when management failed to run the company profitably and wanted to close it down.

SKILLS TO PARTICIPATE

- Propensity to participate and participative potential are two basic pre-conditions for effective and meaningful implementation of participative management. The propensity to participate comprises willingness to participate and ability to participate, which can be developed by different HRD devices. The participative potential involves a number of inter-related issues such as (1) scope of participation (b) inherent conflicts between different levels of participation (c) mode and forms of representation (d) structure and forums of participative schemes etc.

The following skills are required for participating members:

- Clarity about the objectives / purposes of changed work pattern.
- Knowledge and experience about the working of the functions.
- Insight about inter-personal and communication skills.
- Inculcating tolerance and accommodation of dissenting opinions.
- Expanding capacity for negotiating skills.
- Understanding technology of the

organization.

- Understanding the financial health of the organization.
- Understanding the market forces confronting the organization.

CONCLUSION

- Workers get motivated and develop a sense of belonging to the organization if relevant informations are disseminated to them purposefully, sincerely and with all seriousness it deserves.
- Consultation though has certain limitations, but it is a useful method of understanding the need and attitude of the workers and it even helps in the evaluation of HR policies of the organization.
- Employee Suggestion Schemes and Quality Circles are joint forums where workers participate and contribute for the growth and welfare of the organization as well as themselves.
- Further, management contributes in the participative management process by giving reasonable independence to the employees in taking decisions relating to their work through the process of employee empowerment.
- It is often said that there is hardly any scope for taking managerial policy decision at the shop floor level and the process of workers participation in management, in such circumstances, becomes more an academic discussion rather than serving any purpose.
- It is also remarked that there is hardly any participation by managers in general in management of the organization. They simply follow management's directive without having any say in the decision making process. As such, management should first

ensure Managers participation in management.

- However, recent changes in the industrial and business scenario have given a different dimension to the concept of employee participation in management. Because of technological advancement and substantial increase of young knowledged employees coupled with flat organizational structures replacing the conventional pyramid structure, team work has become order of the day where consultations between team leader and the employees engaged for the job takes place consistently.
- Both management and employees have realized that in the age of competition, survival is possible only when management team works in consultancies with employees to excel and face challenges of change.
- Participation is a necessity for industries to develop "Collective Strength" to meet the challenges of competition. Industries can not survive by neglecting majority of their workforce and keeping them out of the main stream. Organisational competence can come only when all members of the organization put their latent potential and channelise that for attainment of organizational objectives. This is possible only by creating a culture of working together. Symbiotic working in positive work-culture will generate organizational synergy, which alone can provide the coping capability. Therefore, industry and business have no option but to go for participative style of management in place of traditional style of management. Traditional Taylorian and Fordian management treating HR as soulless machine, believing in conflict rather than consent, can not obtain the support of bulk of the working hands. Organizations have to lean the art of team working and understand the

dynamics of human relationships to build a culture of mutual trust, respect and dignity. Such a culture can not be enforced and thrust upon by law. It has to be cultivated, nurtured and developed, which organizations have to do for their own survival.

- In the words of Clarence Francis, Chairman of General Food Corporation - "You can buy a man's time, you can buy a man's physical presence at a given place, you can even buy a measured number of skilled muscular motion per day or per hour, but you can not buy enthusiasm, initiative, loyalty. You can not buy a devotion of hearts, minds and souls, you have to earn these things".
- Jack Welch said "we now know where productivity - real and limitless productivity comes from. It comes from empowered, excited and rewarded team of people. It comes from engaging every single mind in the organization, making every one part of action and allowing every one to have a voice, a role in the success of the enterprise". Such a culture is possible by providing opportunities to individuals and acknowledging their contributions by removing the systemic blockages and suffocations in organization and converging divergent forces to garner organizational strength.
- New crop of employees-young, intelligent, enthusiastic and ambitious -- is not in a position to tolerate such suffocating atmosphere. They are knowledgeable workers. They need information, they need participation and they need autonomy, challenge and want to contribute. It will be difficult to hold such employees in traditional organizations. Organization's greatest asset is its human resources which are, unfortunately, least used. An empowering organization is required to meet these requirements.

- Social scientists have indicated that owing to technological innovations, the future workforce necessarily be composed of employees who will be more autonomous. The corporate decisions will be more centralized. The communication system will have to keep pace with accelerated demand for quick decisions. The traditional concept of running an industry through authority and a chain of hierarchy will have to be replaced by a system of persuasive command designed to achieve things through team work. If this is an indication of things to come in future, we have to repose our faith more and more in participative style of management of which employees association with management is only the beginning.

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