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Effectiveness of Workers' Participation in Management in BHEL: A Case Study

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Abstract: *Workers' participation in management is an essential ingredient of industrial democracy. It is based on human relations approach to management which brought about a new set of values to labour and management. WPM includes labour- management co-operation, co-ordination, co-partnership, joint consultation, joint decision- making, etc. real participation is sharing the power in decision- making.*

The present study is based on empirical data with the objective mainly to study the ratio of participation in the decision making process, to analyse the effectiveness of Workers' Participation in Management in plant and to examine the attitude of workers towards workers' participation in management decision making process. The data collected from both sources i.e., primary as well as secondary.

The major findings of this study are both executives & non- executives opined that workers participation in management is sufficient in the unit / plant and they also satisfied with the employee's representation in organisational decision making process in BHEL Haridwar. Workers participation in management also helps in improving the production & productivity in the unit / plant.

Keywords: *Workers, Participation, Decision Making, Democracy, Management.*

I. INTRODUCTION

The management and worker have equal interests in the survival & the prosperity of the industry. WPM includes labour-management co-operation, co-ordination, co-partnership, joint consultation, joint decision- making, etc. real participation is sharing the power in decision- making. Workers' participation in India is not a new concept. In 1920, Mahatma Gandhi mooted the idea of WPM who believed in harmony between capital and labour. He wanted both the employers and employees to consider themselves as trustees of the society for the means of production entrusted to them. It also focuses on improving the quality of working life and secure cooperation and commitment from workers. (Motihar, 2007)

The Directive Principal of State Policy has also stated for Workers' participation, Article 43- A states the State shall take steps by suitable legislation or in any other way, to secure the participation of workers in the management of undertakings, establishments or other organisations engaged in industry. In India Workers' participation has been introduced in three forms: the workers' committees, joint management councils and scheme of workers' representative on the board of management in some public and private sector enterprises. Since July 1975, two participation models i.e. shop council and joint council were also introduced. (Gupta & Joshi, 2011)

Worker participation aims to develop a culture where relationships between employers and workers are based on active collaboration, trust, and joint problem-solving. In short, full worker participation requires effective communication and consultation, trust and respect, collaboration and partnership, talking, listening and cooperation. (Hassard, Wang & Cox, 2012)

Bharat Heavy Electricals Limited has a well-recognized track record of performance. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. Bucking the uncertainties surrounding the global economic recovery, it has retained its market leadership position during 2015-16 with 74% market share in the Power Sector. An improved focus on project execution enabled BHEL record its highest ever commissioning/synchronization of 15059 MW of power plants in domestic and international markets in 2015-16, marking a 59% increase over 2014-15. With the all-time high commissioning of 15000 MW in a single year FY2015-16, BHEL has exceeded 170 GW installed base of power generating equipment's.

BHEL's operations are organized around three business sectors namely Power, Industry and Overseas business and is engaged in the design, engineering, manufacturing, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy, viz. Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defense. It also has been exporting its power and industry segment products and services for over 40 years. BHEL's global references are spread across over 76 countries across all the six continents of the world. The cumulative overseas installed capacity of BHEL manufactured power plants exceeds 9,000 MW across 21 countries including Malaysia, Oman, Iraq, UAE, Bhutan, Egypt and New Zealand. Their physical exports range from turnkey projects to after sales services.

The study mainly focuses on Heavy Electricals Equipment Plant in Haridwar, BHEL. It was established in 1961 and production commenced in January 1967. The Heavy Electricals Equipment Plant is one of the major manufacturing units of BHEL. The core business of HEEP includes design and manufacture of large size steam and gas turbines, turbo generators, heat exchangers, condensers and auxiliaries.

II. RATION OF PARTICIPATION IN BHEL HARIDWAR

Everybody is invited in the meeting. The ratio of participation (general) in the meeting is as per below:

Participation	Percentage
Executives	10-15%
Supervisors / Non- Executives	20-30%
Others (workers, labour etc.)	60-70%

According to BHEL, WPM is the process, by which authority and responsibility of managing industry are shared with workers.

III. REVIEW OF LITERATURE

Pandey and Vikram (1969) have done the causal analysis on level of workers' participation in trade unions in industries. They have identified the attributes such as lack of enlightened leadership, illiteracy among workers, managements ' hostility, low interest of the etc.

Glendon and Booth (1982) have pointed out the active participation of plant-level unions in health, safety and welfare measures in Britain. In India, the history of plant-level unions dates back to the colonial period, when the entire labour movement was under the umbrella of the Indian National Congress.

Cooke (1992) participatory management is focused on its impact on organizational outcomes such as organization performance and work outcomes, including job satisfaction, productivity, product quality, absenteeism, employee and superior relations.

Pfeffer (1994) & Wagner (1994) studies showed that employee participation is positively related to performance, satisfaction, and productivity of an employee.

Bhattacharjee (1999) observes, the union's collective voice provides management with information on workplace and shop-floor issues, acting thus as a communication channel. This leads to the development and retention of specific skills,

improves worker morale, provides conditions to eliminate quitting, and enables the union to pressure management to act fairly and efficiently in its daily operations.

Rathnakar (2012) reveals that workers will definitely get benefit hence, participation is confined to all the members in the organization and considers them at different levels of decision making. Employees acquiesce that committee members share the information with their colleagues after the meetings, the workers participation in management improves understanding between managers and workers and informed that joint management councils is the method of WPM which is used mostly in the organization.

IV. OBJECTIVE OF THE STUDY

1. To study the ratio of participation in the decision making process at BHEL Haridwar.
2. To analyse the effectiveness of Workers' Participation in Management in BHEL Haridwar.
3. To examine the attitude of workers towards workers' participation in management decision making process

Hypothesis:

H₀ 1: There is no significant effect and satisfaction of workers participation in management in BHEL Haridwar

H₀ 2: There is no significant difference in attitude of workers towards workers' participation in management decision making process

V. RESEARCH DESIGN

Scope of the Study: The present study is based on HEEP the unit of BHEL Haridwar, plant had been selected as representative unit of BHEL.

Type of Study: This study is descriptive in nature.

Sample Size: As per calculation according Yamane formulas a sample size of 380 has designed and same numbers of respondents have been approached. For approaching to the representatives of various categories of employees this sample size of 380 employees was divided into 80 executive employees (engineers and managers); 200 non-executive employees (unskilled/ semi-skilled, skilled and supervisory).

Reliability Statistics:

	Executive	Non- Executive
Cronbach's	0.78	0.865

We can see that as per the reliability test the sample selection (and there sub divisions) are reliable as the outcomes in the entire sub- category are greater than 0.5.

Collection of Data:

Primary Data: The primary data were collected through questionnaire which was filled by Executives, Non – Executives.

Secondary Data: The secondary data has been collected through various official and non- official records. These materials comprised of annual reports and other publications of BHEL, reports and publication of various governmental agencies, journals and various other published sources.

Analysis of Data: The data has been classified, tabulated and analysed according to the objectives of the study. The analysis has been done by making use of various statistical tools such as percentage, Mean, standard deviation, chi-square, t-test, analysis of variance (ANOVA).

VI. LIMITATION OF THE STUDY

1. It has been realized that the time and resource constraints do not usually permit the researcher to include all dimensions of subject into a single research study.
2. Primary data and observational method is based on the respondents. Observational method has its own limitations. The study is limited to HEEP Haridwar Unit of BHEL.

VII. ANALYSIS AND DISCUSSION

Table- 1 Sufficient Participation of Workers Representation in Organisational Decision Making Process

Workers Participation in Management	Executive		Non – Executive	
	Number	Percentage	Number	Percentage
Strongly Disagree	--	--	2	1.0
Disagree	4	5.3	32	16.0
Neutral	14	18.4	28	14.0
Agree	48	63.1	92	46.0
Strongly Agree	10	13.2	46	23.0
Total	76	100.0	200	100.0

It is observed that out of total 80 executives selected in the study majority 76 (95.0%) reported to workers participation in management of their unit and 100% non-executive accepted this fact. The above table collaborates that out of total executive and non-executive who admitted for participation of workers in management, majority 76.3% and 69.0% of executive and non-executive respectively agree or fully agreed with the matter that employee's participation is sufficient in management in their organization. Whereas, only 5.3% of executives and 17.0% of non-executives either disagreed or strongly disagreed about such facts. It is also noticed that 18.4% of executive and 14.0% of non-executive did not provide any type of opinion regarding this matter.

Table- 2 Mean Agreement score regarding sufficient participation in management in their organisation in relation to their designation and job experience

Designation	Mean Agreement Score Regarding Sufficient Participation in Management			
	No.	Mean	S.D.	Statistical Test
Engineer	49	3.82	.75	t = 0.42 df = 74 P > 0.05
Manager	27	3.89	.64	
Total	76	3.84	.79	
Job Experience				
5 - 10 Year	48	3.89	.79	F = 0.49 P > 0.05
11 - 15 Year	16	3.69	.60	
>15 Year	12	3.92	.52	

It depicts that the average agreement score is found to be more among managerial group of executive (3.89) in comparison to the engineers (3.82) regarding the statement that workers participation is sufficient in management of their organization unit, but this difference is not significant job experience. Similarly, the average agreement score regarding this matter is observed to be maximum among those executive having greater than 15 years of job experience followed by less than 11 years (3.89) & minimum 3.69 among those executives who were in job experience between 11-15 years. Statistical test shows that there is no significant difference in average agreement score among various job experience group.

Table- 3 Mean Agreement score regarding sufficient participation in management in their organisation in relation to their designation and job experience

Designation	Agreement Score about sufficient participation of workers in management			
	Number	Mean	S.D.	Statistical Test
Unskilled / Semi- Skilled	34	3.35	1.12	F = 3.05 P < 0.05 Significant Pair (1 v/s 2)
Skilled	124	3.83	.98	
Supervisory	42	3.79	1.00	
Total	200	3.74	1.02	

Job Status				
Permanent	169	3.82	.99	F = 9.19 P<0.001 Significant Pair (3 v/s 1 & 2)
Temporary	18	3.78	1.00	
Contractual	13	2.62	.77	
Job Experience				
1 – 10 Year	125	3.61	1.04	F = 2.96 P>0.05
11–20 Year	48	4.00	.90	
>20 Year	27	3.89	1.01	

It reflects that the average agreement score about sufficient participation of workers management is maximum 3.83 among skilled employees & little less 3.79 among supervisory group of non-executive group whereas it is minimum 3.35 among employees working as unskilled/semiskilled. The statistical test proves the fact that there is significant difference between skilled and unskilled /semiskilled workers. It also noticed that the average agreement score about sufficient participation of employees in management in their organization is found to be in decreasing order with increase of their job status with the range of maximum 3.82 among permanent employees & minimum 2.62 among contractual. Statistical test also signifies fact that the decreasing trend in average agreement score according to job status is highly significant. Similarly the mean agreement score is obtained to be maximum 4.00 among those non-executives who were working between 11-20 years followed by 3.89 among greater than 20 years of job experience, minimum 3.61 among that non.-executive who have job experience less than 11 years, but statistically this difference is not significant.

Table- 4 Satisfactory Representation in Organisational Decision Making Process

Satisfactory employee representation	Executive		Non – Executive	
	Number	Percentage	Number	Percentage
Strongly Dissatisfied	--	--	-	-
Dissatisfied	4	5.3	16	8.0
Neutral	13	17.1	27	13.5
Satisfied	27	35.5	136	68.0
Strongly Satisfied	32	42.1	21	10.5
Total	76	100.0	200	100.0

The analysis presented in table 4 demonstrate that majority of executives and 78.5% of non-executive satisfied or fully satisfied with employees representation in organizational decision making process whereas only 5.3 % and 8.0% of executive and non- executive reported to dissatisfied regarding this matter. It is also noticed that 17.1% of executive and 13.5% of non-executives did not give any response about this matter i.e. They neither satisfied nor dissatisfied.

Table – 5 Average satisfaction score about representation employees in organisational decision making process according to their designation and job experience

Designation	Satisfaction Score			
	No.	Mean	S.D.	Statistical Test
Engineer	49	4.04	.91	t = 1.38 df = 74 P> 0.05
Manager	27	4.33	.83	
Total	76	4.14	.89	
Job Experience				
5 - 10 Year	48	4.00	.90	F = 2.28 P> 0.05
11 - 15 Year	16	4.25	.93	
>15 Year	12	4.58	.67	

It depicts that even through the mean satisfaction score about representation of employees in organizational decision making process is found to be more among managers (4.33) than engineers (4.04) but statistically this difference is not significant. Similarly the average satisfaction score is found to be in increasing order with increasing of job experience of executives in the range of minimum 4.00 to maximum 4.58 respectively but statistical test shows that this increasing trend in average satisfaction score is not significant.

Table- 6 Average satisfaction score regarding employee's representation in organisation decision according to their designation, job status and job experience

Designation	Agreement Score about satisfactory representation participation of workers in management			
	Number	Mean	S.D.	Statistical Test
Unskilled / Semi- Skilled	34	3.65	.81	F = 1.39 P>0.05
Skilled	124	3.87	.70	
Supervisory	42	3.76	.73	
Total	200	3.81	.73	
Job Status				
Permanent	169	3.86	.68	F = 6.10 P<0.01 Significant Pair (3 v/s 1 & 2)
Temporary	18	3.78	.65	
Contractual	13	3.15	1.07	
Job Experience				
1 – 10 Year	125	3.74	.78	F = 1.93 P>0.05
11–20 Year	48	3.90	.51	
>20 Year	27	4.00	.73	

It elaborates the fact that the average satisfactory representation of employees in organizational decision making process is obtained to be maximum 3.87 among skilled workers followed by 3.76 among supervisory group & minimum 3.65 among unskilled / semi-skilled employees respectively but statistically the difference is not significant. It is observed that the mean satisfaction score is found in increasing order with increasing of job status i-e, minimum 3.15 among non-executive employees on contractual basis & maximum 3.86 among permanent employees. The statistical test also prove s the fact that this increasing pattern in satisfaction score from contractual to permanent employee is highly significant. It is also noted that among those non-executives who were working less than 11 years of period their average satisfaction score (3.74) is found to be lessor in comparison to the other job experience (11-20) years greater than 20 years a period which is accounted as 3.90 and 4.00 respectively. In others words, we can say that an increasing trend is observed with increasing job experience but statically this increase or decrease is not significant.

Table- 7 Management taking interest in promoting workers participation in management

Interest of Management	Executive		Non – Executive	
	Number	Percentage	Number	Percentage
Strongly Disagree	--	--	-	-
Disagree	3	3.9	7	3.5
Neutral	11	14.5	50	25.0
Agree	38	50.0	132	66.0
Strongly Agree	24	31.6	11	5.5
Total	76	100.0	200	100.0

The finding presented in table 7 elaborates that majority 81.6% of executives and 71.5% of non-executives agreed or strongly agreed with the fact that management of the organization takes expected interest in promoting W.P.M. whereas only 3.9% and 3.55 of executive and non-executive disagreed with such type of statement. It is also noted that 14.5% of the executive and one fourth (25.0%) of non-executives did not provide any type of response about this fact.

Table- 8 Workers participation in management helps in increasing the production and productivity

Increase the production and Productivity	Executive		Non – Executive	
	Number	Percentage	Number	Percentage
Strongly Disagree	--	--	-	-
Disagree	3	3.9	14	7.0
Neutral	12	15.8	18	9.0
Agree	36	47.4	120	60.0
Strongly Agree	25	32.9	48	24.0
Total	76	100.0	200	100.0

The above table reveals that 80% of executives & 84.0% of non-executives either agreed or fully agreed with the statement that WPM helps in increasing the production & productivity of the plant while only 3.9% & 7.0% of executive & non-executives disagreed regarding such type of facts. It is also observed that 15.8% of executive & 9.0% of non-executives did not provide any type of opinion regarding this matter.

Table- 9 Workers Participation in Management programme successfully runs in organisation

workers participation in management programme successfully	Executive		Non – Executive	
	Number	Percentage	Number	Percentage
Strongly Disagree	--	--	-	-
Disagree	6	7.8	23	11.5
Neutral	10	13.2	29	14.5
Agree	37	48.7	119	59.5
Strongly Agree	23	30.3	29	14.5
Total	76	100.0	200	100.0

The distribution of respondents opinion regarding WPM programme successfully run in their plant is presented in table 16 which elaborates that 79.0% of executives & 74.0% of non-executives either agreed or fully agreed with the statement that WPM programme has been successfully run in other org. while only 7.8% & 11.5% executive & non-executive disagreed with such type of facts respectively. It is also noted that 13.2% of executive & slightly more 14.5% of non-executive did not provide in any type of clear cut opinion regarding this matter.

VIII. FINDINGS OF THE STUDY

1. It has been found that majority of executives as well as non- executives employee are agree or fully agree with the statement that workers participation is sufficient in management in their plant/ unit. There is no significant difference in opinion of executives regarding sufficient participation of workers in their management relation to their designation & job experience while significant difference is observed among non- executives according to their job status & designation but according to job experience it is not significant.
2. The study reveals that more than three- fourth of executive as well as non- executive employee of the organisation are satisfied or fully satisfied with employee's representation in organisational decision making process. All the executives of different designation & job experience have significantly similar type of satisfaction level regarding these facts. Non-executive too are satisfied with representation of employee in organisational decision making process significantly similar way having various type of designation & different job experience but those non- executives who are permanent, more satisfied in comparison to be contractual & temporary employee in the present study.
3. The finding clearly demonstrate that about 81.6% of executive & 71.5% of non- executives are agree with the fact that there management takes expected interest in promoting workers participation in management. There is no significant difference in opinion of executives as well as non- executives regarding the stated fact among various designation group, job status & job experience respectively.
4. It has been found that majority about 80.0% & 84.0% of executive and non- executive are agree or strongly agree with the fact that participation of workers in management helps in improving the production & productivity of the plant/ unit. There is no significant difference in opinion of executives among different designation and duration of work experience while significant difference is observed among different job status as well as job experience among non- executive regarding this matter in the present study.

IX. SUGGESTION

1. Employees should be regularly motivated to give their participation in management and management should also promote workers participation in management with proper enthusiasm.

2. As per finding of the study we trace out that BHEL is having a good participation of workers in management meeting and the same could be practiced in other / similar organisation.

X. SCOPE FOR FURTHER RESEARCH

1. It would be possible to be get- more fairer outcomes by increasing time period for objective analysis and number of respondents for primary data purpose.
2. Including other units of BHEL (along with Haridwar) for the study can also help in understanding more broadly about prevailing conditions of industrial relations in BHEL.

XI. CONCLUSION

WPM 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. Participation of workers in organisational decision making process in management in HEEP Haridwar unit of BHEL is sufficient or good. It is also helpful to create peaceful and harmonious environment in the unit and also helps in increasing the production & productivity in the unit.

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