

Participative Management in Himachal Pradesh State Electricity Board: An Empirical Analysis

*Dhyan Singh **Dr J S Parmar

Participative management has been described as an emotional, social and psychological involvement of workers in the affairs of management. It can be viewed as a panacea for all tensions between labor and management as it builds a good relationship between them. In order to maintain industrial harmony, good working relationships between workers and management can not be enforced, however, need to be developed and nurtured which can only be assured in an atmosphere of mutual trust and faith. Hence, the mental revolution on the part of workers and management is the pre requisite for the successful implementation of participative management scheme. To make participative management a success, it requires a conducive industrial climate based on mutual trust and confidence. In Himachal Pradesh State Electricity Board, the biggest power sector, which employs large number of employees, it is challenging work to establish cordial employee-employer relationships. The Board enjoys the strategic importance in the progress and development of the State. Much, therefore, depends upon the efficient management of workers and maintenance of harmony between workers and management in the Electricity Board under study. This compels one to promote regional studies for establishing a better understanding of labour-management relations. It is in this backdrop that the present study was undertaken in order to understand the pattern of participative management in the Electricity Board.

Introduction

Industrial relations are the interactions and relations between labor and management as a result of their mutual trust and approaches to manage the affairs of industry. Many industrial conflicts arise due to lack of proper information sharing and inadequate flow of communication in the organization. In order to maintain industrial harmony, good working relationships between workers and management can not be enforced, however, need to be developed and nurtured which can only be assured in an atmosphere of mutual trust and faith. The concept of participative management has been discussed as an emotional, social and psychological involvement of workers in the affairs of management. The effectiveness of participative management depends upon the need of participation felt by the managers and workers for their respective goals.

With the passage of time, in the changing economic scenario, the drastic changes are taking place in the nature of job specifications. In view to attain the desirable culture and industrial peace in the organization, workers' participation in management can be an effective instrument. It will serve two purposes, one economic and other moral and social. The former ensures increased production and the

later, increased recognition of the importance of the human event in the industry.

Himachal Pradesh State Electricity Board (henceforth referred as HPSEB) is the biggest public sector undertaking in the State of Himachal Pradesh which is providing development, generation and distribution of electricity in the State in the most efficient and economical manner. HPSEB is the biggest power sector which provides employment for more than 31000 employees. In every organization the workers' participation always boosts the morale of the workers and results in establishing cordial industrial relations which ultimately reduces the influence of the strikes, lockouts, gheraos and slow down etc. Like other organizations, HPSEB is not an exception in case of workers' participation in management. In HPSEB, there is labor welfare-cum industrial relations unit and the main function of this unit is to render advice on various labor problems and to maintain industrial harmony and cordial relations between the employees and management of the Board. Under section 3 of the Industrial Dispute Act, 1947, the Board has Constituted works committees at division level, liaison-cum-grievances committees at Chief Engineer's (CE's)/Circle and Head Office level where an equal representation has been given to employees to settle all disputes/

*Lecturer, Government Degree College, Ponta Sahib, Himachal Pradesh.

**Associate Professor, Institute of Management Studies, H P University, Shimla.

grievances of the staff of HPSEB amicably and it was considered to be the first step toward the implementation of the participative management in Electricity Board with the objective that each unit (at division level, CE level circle level and head office level) functioning in HPSEB may be able to solve its local problems and can help in maintaining cordial relationship between workers and management.

Thus the HPSEB has constituted the management committees at Division level and Circle level throughout the State and equal representation has been given to the workers also in order to settle all disputes/grievances of the staff. In case of negotiation process the management of HPSEB also consults the official of the associations/unions of the Board.

The Study

Success of participative management depends upon the propensity for participation among workers and management. It is generally influenced by the employees' educational level, capacity to bargain and attitude towards trade unions and management. To make participative management a success, it requires a conducive industrial climate based on mutual trust and confidence. In HPSEB, the biggest power sector, which employs large number of employees, it is a challenging work to establish cordial employee-employer relationships. The Board enjoy the strategic importance in the progress and development of the State. Much, therefore, depend upon the efficient management of workers and maintenance of harmony between workers and management in the Electricity Board under study. This compels one to understand that what factors are necessary for maintaining the industrial harmony in the Board under study. It is in this backdrop that the present study was undertaken in order to understand the emerging pattern of participative management in the Electricity Board.

Objectives

The study was undertaken keeping in view the following objectives:

- To study the workers' response towards the objectives of workers' participation in management in the State Electricity Board.

- To study the attitude of workers, trade union leaders and managerial personnel towards the functioning of management committees in the State Electricity Board
- To assess the attitude of workers, trade union leaders and managerial personnel towards the workers' participation of management scheme in the Electricity Board under study.

Methodology

(The present study was undertaken with the objectives of analyzing the viewpoints of workers, trade union leaders and managerial personnel about the emerging pattern of participative management in the Electricity Board). For the purpose of conducting the present study, primary and secondary data were used. The primary data was collected through a well designed questionnaire from the sample of respondents, the secondary data was collected through a published material of the organization by personally visiting the different offices.

Sample Design

The present study being a case study deals in depth with all the aspects of participative management in the Board. The Electricity Board employs more than 31,000 employees and it was not possible to make use of census method of investigation. Hence, we made use of sampling method of investigation. There are twelve circles which help in the smooth functioning of the Electricity Board throughout the State. In order to understand the status and pattern of participative management in the Electricity Board under study, we selected five circles randomly including the Head Office Vidyut Bhawan, Shimla for the study. All these circles fall under Shimla, Solan and Sirmour districts of the State of Himachal Pradesh. For the purpose of this study the sample of the respondents constitutes workers (N=240), trade union leaders (N=105) and managerial personnel (N=105) which were chosen with the help of random sampling technique. The random sampling method was used in the present study because of the homogeneity and comparability was found to be higher in the present study. Although there are different methods of selecting the sampling units, but we have used the Lottery method for the selection of sample units. All categories of workers,

trade union leaders and managerial personnel were assured with the representation in the sample in order to construe it as representative sample. In order to get the required information the three different sets of questionnaire were administrated among the respondents. The information thus collected has been analyzed with the help of various statistical tools and techniques. Through the Likert Type Scale the score was calculated, with the help of WAS(Weighted Average Score). For Strongly Agree(SA), five marks were allotted, four marks were allotted to Agree(A), three marks for Neither Agree Nor Disagree(NAND), two for Disagree(D) and one for Strongly Disagree(SD).

Results and Discussion

Objectives of workers' participation in management

In order to assess the workers' attitude towards their participation in management in HPSEB, the respondents were given 8 objectives and were asked to rank them in order of their preferences. The information regarding this has been given in Table 1. The table reveals that 'redressal of grievances of workers is the first objective of workers' participation in management. The workers assigned last rank

to the 'befooling of workers' as the objective of participative management. 'Improvement of productivity', 'improvement of industrial relations', 'involvement of workers in decision making,' 'improvement of discipline' , 'sharing the information with workers' and 'prevention of strikes' have been assigned the 2nd, 3rd, 4th, 5th 6th and 7th rank respectively. Therefore, it is clear from the information given by the respondents that the workers feel that 'redressal of grievances of workers, improvement of productivity and improvement of industrial relations' are the major objectives of the participative management in the Himachal Pradesh State Electricity Board.

Table II shows the knowledge of the workers about the method of appointment of their representatives in the different management committees constituted by the Board. They were asked: how the workers' representatives are chosen? It is evident from the Table that 90.83 per cent of the workers were aware about the method of appointment of their representatives whereas only 9.17 per cent of the workers replied that they were ignorant about the appointment of the representatives in the management committees in the Board.

Table: I Objectives of workers' participation in Management

Sn	Objectives	1		2		3		4		5		6		7		8		9	10	ranks
		wg1r	ws	wg2r	ws	wg3r	ws	wg4r	ws	wg5r	ws	wg6r	ws	wg7r	ws	wg8r	ws			
1.	Improvement of productivity	38	304	41	287	37	222	36	180	51	204	47	141	50	100	39	39	1477	2	
2.	Improvement of industrial relations	30	240	32	224	39	234	35	175	28	112	33	99	47	94	41	41	1219	3	
3.	Prevention of strikes	22	176	27	189	13	78	39	195	44	176	39	117	14	28	26	26	985	7	
4.	Improvement of discipline	27	216	24	168	42	252	29	145	28	112	41	123	16	32	30	30	1078	5	
5.	Befooling of workers	01	8	1	7	2	12	1	5	1	4	2	6	2	4	1	1	47	8	
6.	Redressal of grievances of workers	59	472	40	280	43	258	40	200	47	188	41	123	48	96	47	47	1664	1	
7.	Sharing the information with workers	24	192	40	280	33	198	32	160	21	84	17	51	24	48	35	35	1048	6	
8.	Involvement of workers in decision making	39	312	35	245	31	186	28	140	20	80	20	60	39	78	21	21	1122	4	

Note: 1. First priority was given a score of eight (WG1R), second priority a score of seven (WG2R) , third priority a score of six (WG3R), fourth priority a score of five (WG4R), fifth priority a score of four (WG5R), sixth priority a score of three (WG6R), seventh priority a score of two (WG7R), and eighth priority a score of one, (WG8R). **2.** Ranking was done on the basis of Total Weighted Score (TWS). **3.** WS stands for Weighted Score. **4.** WG1R, WG2R, WG3R, etc.— stands for workers giving First rank, Second rank, Third rank, and so on.

Table : II Knowledge of workers about the methods of appointment of their representative

S. No.	Particulars	No. of Workers	Percentages
1.	Aware	218	90.83
2.	Unaware	22	9.17
	Total	240	100.00

In order to find out the method of appointment of workers' representatives in the management committee, the respondents were asked to choose the best method which should be used for choosing workers' representatives for the management committees. Table III shows that the large majority (85.42 per cent) of workers were of the opinion that workers' representatives should be chosen through secret ballot.

Table : III How the workers' representatives be chosen

S.No.	Particulars	No. of Workers	Percentage
1.	Through secret Ballot	205	85.42
2.	Nomination by trade unions	27	11.25
3.	Nomination by management	08	3.33
	Total	240	100.00

In order to assess the functioning of management committees the trade union leaders and managerial personnel who were the members of management committees were asked how often do they receive the notice of the meetings in time(Table IV). The Table shows that the majority of the managerial personnel (87.62per cent) stated that they get the notice of meeting of management committees 'often' whereas 88.57 per cent of the trade union leaders expressed that they get the notice of the same 'sometimes'.

Table : IV Notice of the Meetings of Management Committees in HPSEB

S.No.	Particulars	No. of Managerial Personnel	No. of Trade Union Leaders
1.	Always	01 (0.95)	02 (1.90)
2.	Often	92 (87.62)	10 (9.53)
3.	Sometimes	12 (11.43)	93 (88.57)
4.	Never	-	-
	Total	105 (100)	105 (100)

Note: Figures in brackets indicate the percentage of the column totals.

Table : V Agenda attached with notice of meeting in HPSEB

S.No.	Particulars	No. of Trade Union Leaders	No. of Managerial Personnel
1.	Always	31 (29.52)	85 (80.95)
2.	Often	68 (64.76)	10 (9.52)
3.	Sometimes	06 (5.72)	10 (9.53)
4.	Never	-	-
	Total	105 (100)	105 (100)

Note: Figures in brackets indicate the percentage of the column totals.

80.95 per cent of the managerial personnel replied that they always receive the agenda of the meeting alongwith the notice and 64.76 per cent of trade union leaders stated that they often receive the agenda of the meeting with notice (Table V). Hence it can be concluded that the agenda items of the meetings are usually distributed among the members with the notice of the meeting so that they can get themselves prepared for the healthy discussion and can raise their respective issues more strongly.

Table: VI Are the discussions at the committee meetings free and frank

S.No.	Particulars	No. of Trade Union Leaders	No. of Managerial Personnel
1.	Yes	104 (99.05)	102 (97.14)
2.	No	01 (0.95)	03 (2.86)
	Total	105 (100)	105 (100)

Note: Figures in brackets indicate the percentage of the column total

In order to know the quality of discussion at the committee meeting between workers and management, the respondents were asked whether the discussion at meetings are free and frank? (Table VI). The information given in the table shows that almost all trade union leaders and managerial personnel i.e. 99.05 per cent of trade union leaders and 97.14 per cent of managerial personnel replied that the discussions in the committee meetings are always free and frank.

As far as the satisfaction from the discussion in the committees meetings are concerned, all managerial personnel and 99.05 per cent of trade union leaders were found satisfied with the discussions which take place in the committee meetings (Table VII).

Table : VII Satisfaction from the discussions in the meeting in HPSEB

S.No.	Particulars	No. of Management Personnel	No. of Trade Union Leaders
1.	Yes	105 (100.00)	104 (99.05)
2.	No	-	01 (0.95)
	Total	105 (100)	105 (100)

Note: Figures in brackets indicates the percentage of the column total.

Implementation of Decisions

Table VIII shows that 55.23 per cent of managerial personnel and 45.71 per cent of trade union leaders were found satisfied with the implementation of decisions taken by the management committees in the committee meeting, whereas 54.29 per cent of trade union leaders and 44.77 per cent

of managerial personnel stated that they are not satisfied with the implementation of decisions taken by the management committees. Hence it can be concluded that the meetings of the committees were held in cordial atmosphere. However, the decisions taken in the committee meetings are not implemented effectively.

Table : VIII Satisfaction with the implementation of decision taken by management committees in HPSEB

S.No.	Particulars	No. of Trade Union Leaders	No. of Managerial Personnel
1.	Yes	48 (45.71)	58 (55.23)
2.	No	57 (54.29)	47 (44.77)
	Total	105 (100)	105 (100)

In order to analyze the worthiness of these management committees the trade union leaders and managerial personnel were asked whether the similar management committees be set up at division, circle and head office levels? The information regarding this has been shown in table IX. The table reveals that the majority of trade union leaders (61.91 per cent) and managerial personnel (76.19 per cent) replied in affirmative.

Table : IX Should the similar committees be set up at the Division, Circle and Head Office levels?

S.No.	Particulars	No. of Trade Union Leaders	No. of Managerial Personnel
1.	Yes	65(61.91)	80(76.19)
2.	No	40(38.09)	25(23.81)
	Total	105 (100)	105 (100)

Note: Figures in brackets indicate the percentage of the column total.

To know the opinion of the workers regarding the usefulness of management committees in the Electricity Board, they were asked: whether the management committees are useful in HPSEB? The majority of workers (78.34 per cent) viewed that management committees are useful (Table X).

Table : X Usefulness of Management Committees in HPSEB

S.No.	Particulars	No. of Workers	Percentage
1.	Useful	188	78.34
2.	Slightly useful	41	17.08
3.	Useless	11	4.58
	Total	240	100.00

Only 4.58 per cent of workers stated that the management committees are useless in the Electricity Board.

In order to assess the future of the management committees, the workers were asked to state whether these committees are successful or not (Table XI). 70 per cent of workers pointed out that these committees are successful whereas 28.33 per cent of workers pointed out that these committees are not successful. Hence it can be stated that in order to make these existing committees more successful, it is necessary that the decisions made in every meetings need to be implemented without delay.

Table : XI Success of Management Committee

S.No.	Particulars	No. of Workers	Percentage
1.	Successful	168	70.00
2.	Unsuccessful	68	28.33
3.	Do not know	04	01.67
	Total	240	100.00

Assessment of Management Committee

The opinions expressed by the trade union leaders, managerial personnel and workers regarding effects of management committees on efficiency, labor management relations, disciplines, redressal of grievances, working conditions and industrial peace in the Electricity Board have been presented in table 12. The table shows that the majority of trade union leaders and managerial personnel believed that the management committees have resulted in bringing improvement on efficiency, labor management relations, disciplines, redressal of grievances, working conditions and industrial peace respectively.

Table: XII Effects of management committees on efficiency, labor management relations, discipline, redressal of grievances, working conditions and industrial peace

S.N.	Particulars	Managerial Personnel	Trade Union Leaders	Workers
1.	Efficiency			
	i. Improvement	70 (66.67)	59 (56.19)	54 (22.50)
	ii. No Improvement	32 (30.48)	42 (40.00)	165 (68.75)
	iii. Do not know	03 (2.85)	04 (3.81)	21 (8.75)
	Total	105 (100)	105 (100)	240 (100)
2.	Labor management relationship			
	i. Improvement	79 (75.24)	67 (63.81)	40 (16.67)
	ii. No Improvement	24 (22.86)	29 (27.62)	182 (75.83)
	iii. Do not know	02 (1.90)	09 (8.57)	18 (7.50)
	Total	105 (100)	105 (100)	240 (100)
3.	Discipline			
	i. Improvement	78 (74.29)	66 (62.86)	56 (23.33)
	ii. No Improvement	24 (22.86)	30 (28.57)	160 (66.67)
	iii. Do not know	03 (2.85)	09 (8.57)	24 (10.00)
	Total	105 (100)	105 (100)	240 (100)

Continued on next page...

Continuation of Table XII...

4. Redressal of grievances			
i. Improvement	68 (64.76)	70 (66.67)	66 (27.50)
ii. No Improvement	36 (34.28)	29 (27.62)	155 (64.58)
iii. Do not know	01 (0.96)	6 (5.71)	19 (7.92)
Total	105 (100)	105 (100)	240 (100)
5. Working Conditions			
i. Improvement	77 (73.33)	71 (67.62)	39 (16.25)
ii. No Improvement	24 (22.86)	26 (24.76)	191 (79.59)
iii. Do not know	04 (3.81)	08 (7.62)	10 (4.16)
Total	105 (100)	105 (100)	240 (100)
6. Industrial peace			
i. Improvement	72 (68.57)	70 (66.67)	42 (17.50)
ii. No Improvement	31 (29.52)	30 (28.57)	175 (72.92)
iii. Do not know	02 (1.91)	05 (4.76)	23 (9.58)
Total	105 (100)	105 (100)	240 (100)

Note: Figures in the brackets indicate the percentage of the total in each column,

Encouragement to workers' participation in management by the Management of the Board

The workers' participation in management is a democratic form of institutions. It's success depends on the strong trade unions and collective bargaining. It is considered to be an effective means of establishing better industrial relations, and favourable environment for the balanced growth of an organization or board.

Through the present study an attempt has been made to know whether the management of the Board encourages workers' participation in management or not ? (Table XIII). Only 16.67 per cent of workers viewed that management of the Board encourages workers'

participation in management whereas majority of respondents (82.50 per cent) stated that the management of the Board does not encourage workers' participation in management in HPSEB.

Table : XIII Encouragement of workers' participation in management by the management of HPSEB

S.No.	Particulars	No. of workers	Percentage
1.	Yes	40	16.67
2.	No	198	82.50
3.	Do not know	02	0.83
	Total	240	100.00

Table : XIV Attitude of Trade Union Leaders towards workers' participation in management in HPSEB N= 105

S.N.	Particulars	SA	A	NAND	D	SD	WAS
1.	Special training is needed to change the attitude of workers and managers for making participative management a success.	73 (69.52)	32 (30.48)	-	-	-	4.70
2.	Workers' participation in management will not succeed in India.	18 (17.14)	15 (14.28)	09 (8.58)	38 (36.19)	25 (23.81)	2.65
3.	The politicalization of trade union is not conducive to workers' participation.	43 (40.96)	29 (27.62)	-	02 (1.90)	31 (29.52)	3.49

Continued on next page...

Continuation of Table XIV..

4.	The multiplicity of trade unions is not conducive to workers' participation.	13 (12.38)	08 (7.62)	- -	48 (45.71)	36 (34.29)	2.18
5.	The belief that the workers are inherently inferior to managers will not allow participative management to be a success.	08 (7.62)	11 (10.48)	05 (4.76)	40 (38.09)	41 (39.05)	2.10
6.	The top management of HPSEB is not seriously interested in making participative management a success.	60 (57.14)	43 (40.95)	- -	02 (1.91)	- -	4.53 -
7.	Due to conflicts of interest between labor and management it is not possible to have any successful scheme of participative management.	12 (11.43)	43 (17.14)	- -	02 (51.43)	- (20.0)	4.53 -
8.	The workers are competent to participate in decision making at various levels.	48 (45.71)	31 (29.52)	24 (22.86)	2 (1.91)	- -	4.19
9.	It is necessary to have legislation to make workers participation in management at all levels a success.	32 (30.48)	57 (54.28)	08 (7.62)	8 (7.62)	- -	4.08
10.	Participative management is not possible as the managers are authoritarian in nature and do not want to share powers.	25 (23.81)	54 (51.43)	- -	20 (19.05)	6 (5.71)	3.09
11.	Workers' participation in management at various levels based on direct elections would weaken the position of trade unions.	- -	11 (10.48)	- -	20 (19.04)	4 (70.48)	1.50 -
12.	The govt. is not providing the necessary push to make workers participation a success.	19 (18.09)	32 (30.48)	09 (8.57)	15 (14.29)	20 (28.57)	3.95
13.	Public sector enterprises should provide a lead in respect of workers' participation in management.	74 (70.48)	20 (19.05)	03 (2.86)	8 (7.61)	- -	4.52 -

Note: 1. Figures in the brackets show percentage to the total number of trade union leaders interviewed.

2. The Weighted Average Score (WAS) is calculated by giving scores as five for (SA) Strongly Agree, four for (A) Agree, three for (NAND) Neither Agree nor Disagree, two for Disagree (D), and one for Strongly Disagree (SD).

**Table : XV Attitude of Managerial Personnel towards Workers' Participation in Management in
HPSEB N = 105**

S.N.	Particulars	SA	A	NAND	D	SD	WAS
1.	Special training is needed to change the attitude of workers and managers for making participative management a success.	40 (38.10)	29 (27.62)	11 (10.48)	25 (23.80)	- -	3.80 -
2.	Workers' participation in management will not succeed in India.	- -	05 (4.76)	09 (8.57)	35 (33.33)	56 (53.34)	1.64 -
3.	The politicalization of trade union is not conducive to worker participation.	07 (6.67)	26 (24.76)	06 (5.71)	46 (43.81)	20 (19.05)	2.56 -
4.	The multiplicity of trade unions is not conducive to the workers' participation.	13 (12.38)	19 (18.10)	04 (3.81)	31 (29.52)	38 (36.19)	2.41 -
5.	The belief that the workers are inherently inferior to managers will not allow participative management to be a success.	- -	08 (7.62)	13 (12.38)	66 (62.86)	18 (17.14)	2.10 -
6.	The top management of HPSEB is not seriously interested in making participative management a success.	09 (8.57)	12 (11.43)	10 (9.52)	38 (36.19)	36 (34.29)	2.24 -
7.	Due to conflicts of interests between labor and management it is not possible to have any successful scheme of participative management.	08 (7.62)	17 (16.19)	- -	63 (60.0)	17 (16.19)	2.39 -
8.	The workers are competent to participate in decision making at various levels.	28 (26.67)	42 (40.0)	03 (2.86)	32 (30.47)	- -	3.63 -
9.	It is necessary to have legislation to make workers participation in management at all levels a success.	66 (62.86)	22 (20.95)	02 (1.90)	15 (14.29)	- -	4.32 -
10.	Participative management is not possible as the managers are authoritarian in nature and do not want to share powers.	08 (7.62)	06 (5.71)	04 (3.81)	59 (56.19)	28 (26.67)	2.11 -
11.	Workers' participation in management at various levels based on direct elections would weaken the position of trade unions.	11 (10.48)	07 (6.67)	02 (1.90)	51 (48.57)	34 (32.38)	2.14 -
12.	The govt. is not providing the necessary push to make workers' participation a success.	13 (12.38)	40 (38.10)	07 (6.67)	34 (32.38)	11 (10.47)	3.10 -
13.	Public sector enterprises should provide a lead in respect of workers participation in management.	42 (40.0)	61 (58.10)	02 (1.90)	- -	- -	4.38

Note: 1. Figures in the brackets show percentage to the total number of managerial personnel interviewed.

2. The Weighted Average Score (WAS) is calculated by giving scores as five for Strongly Agree (SA), four for agree (A), three for Neither Agree nor Disagree (NAND), two for Disagree (D), and one for Strongly Disagree (SD),

In order to assess the attitude of managerial personnel and trade union leaders towards workers' participation in management scheme in the Board, the different questions related to workers' participation in management were asked from the respondents. In all, thirteen statements were addressed to the trade union leaders and managerial personnel so as to know their attitudes towards the workers' participation in management of the Electricity Board. The information thus collected has been shown in Table XIV and XV respectively. 69.52 per cent of trade union leaders and 38.10 per cent of managerial personnel strongly agreed with the statement "Special training is needed to change the attitude of workers and managers for making participative management a success" The Weighted Average Score (WAS) for this statement was worked out 4.70 for trade union leaders and 3.80 for managerial personnel. On the basis of this, both the managerial personnel and trade union leaders agree that the special training is needed to change the attitude of workers and managers for making participative management a success. Hence the change in the attitude can only be brought about by the way of special training in order to make participative management successful.

45.71 per cent of trade union leaders and 26.67 per cent of managerial personnel were found Strongly Agreed with the statement, "The workers are competent to participate in decision making at various levels". The WAS for this statement was worked out as 4.19 and 3.63 for trade union leaders and managerial personnel respectively.

For the statements "it is necessary to have a legislation to make workers' participation management at all levels a success", and "Public sector enterprises should provide a lead in respect of workers participation in management" the trade union leaders and managerial personnel both have expressed strong agreement with these statements and the WAS for these statements were worked out more than 4.00.

The majority of both the categories of the respondents expressed disagreement with the statements "workers' participation in management will not succeed in India" "multiplicity of trade unions is not conducive to workers' participation in management", "the belief that the workers are

inherently inferior to managers will not allow participative management to be a success" and "Workers' participation in management at various levels based on direct elections would weaken the position of the trade union",

For the statement "Due to the conflicts of interest between labour and management it is not possible to have any successful scheme of participative management", the WAS for the trade union leaders was found to be 2.49 and in case of managerial personnel it was worked out 2.39. Hence trade union leaders and managerial personnel both do not agree with this statement in entirety, which shows that the conflict of interest between workers and management is not a barrier for the successful functioning of participative management in the Electricity Board. The large majority of trade union leaders expressed agreement with the statement, "Participative management is not possible as the managers are authoritarian in nature and do not want to share powers", whereas the majority of managerial personnel do not agree with this. The WAS for this statement was 3.69 in case of trade union leaders and 2.11 in case of managerial personnel. Hence we can conclude that the trade union leaders believe that the managers are authoritarian in nature and do not want to share the powers, whereas the managerial personnel do not share this viewpoint.

Conclusions and Implications

The mental revolution on the part of workers and management is the pre requisite for the successful implementation of participative management scheme. The effectiveness of the participative management can be realized only if there is an atmosphere which allows free and frank exchange of views between the workers and management. The Industrial Dispute Act, 1947 provides for the setting up of Workers' Committees which consist of representatives of employers and employees. These Committees were thought to be an effective step forward for bringing the workers and management close to each other. The scheme of workers' participation in management in HPSEB was adopted since its inception on the first day of September, 1971. The Board has constituted Works Committee at Division and Circle levels throughout

the State and equal representation has been given to the workers.

While analyzing the effectiveness of the scheme of participative management in Electricity Board it was found that the workers are well aware of the scheme and its objectives. The majority of the managerial personnel and trade union leaders expressed that the meetings of the management committees are held regularly and the agenda and notice of the meetings are supplied regularly. The issues which are discussed in the management committee meetings are discussed in free and in a cordial environment and the majority of the managerial personnel and trade union leaders were found satisfied with the discussion of the management committees. Further it was found that the majority of managerial personnel were found satisfied with the implementation of decisions taken by management committees whereas the majority of the trade union leaders were not found satisfied with the implementation of the decisions taken by the management committees. Hence an effective implementation strategies need to be initiated in order to maintain industrial harmony in the State Electricity Board.

While assessing the usefulness of management committees in the Electricity Board, it was found that the majority of the workers expressed that these committees are useful. Further it was found that the majority of the trade union leaders and managerial personnel stated that there is improvement in efficiency, labour management relationship, discipline, redressal of grievances, working conditions and industrial peace in the Electricity Board whereas the majority of the workers pointed out that these committees are useless because they are not aware about the functions of these committees.

In order to assess the attitudes of managerial personnel and trade union leaders towards the workers' participation in management scheme in the Electricity Board, the different statements relating to the workers participation in management were given to the respondents. Thirteen statements were addressed to the trade union leaders and managerial personnel so as to assess their attitudes. It was found that the majority of trade union leaders and managerial personnel were found agreed with the statements such as "special training is needed to

change the attitudes of workers and managers for making participative management a success", "the workers are competent to participate in decision making at various levels", "it is necessary to have legislation to make workers' participation in management at all levels a success", The WAS for these statements for both cases of the respondents were found more than 3.60. For statements, "the top management of HPSEB is not seriously interested in making participative management a success", and "participative management is not possible as the managers are authoritarian in nature and do not want to share powers" the trade union leaders were found agreed, whereas the majority of managerial personnel were found disagreed with these statements.

The functioning of the HPSEB is effected by the Board which comprises seven members (six are whole time members including the Chairman and one is an ex-officio member). This Board is the supreme decision making authority of the HPSEB which lays down the policies and directives for the Electricity Board. However, at this highest level of decision making body no representative of the employees has been given a place. Hence, it may be suggested that the steps need to be initiated in order to ensure the workers' representative at this level. In order to make workers' participation in management as an effective instrument in the Electricity Board, it is necessary that every worker should be aware of the frame work and objectives of the scheme. While assessing the effectiveness and objectives of the workers participation in management in the HPSEB, workers were found unaware about the objectives of the workers participation in management scheme followed by the Electricity Board. Therefore, it is suggested that the objectives of the workers' participation in management should be clearly defined and the purpose of which should not be maximization of the production only but it should be aimed at sharing the gains of the productivity with the workers. The appropriate measures and incentives need to be provided in order to educate the workers as well as the management representatives about the workers' participation in management forums in accordance with the objectives of the participative management. The Electricity Board must give priority to those factors which are considered to be

essential for making industrial peace and harmony. The harmony of relationship can be achieved if we are able to locate those adverse factors which affect industrial relations.

References

1. *Annual Administration Report*, (2005-2006), HPSEB, Vidyut Bhawan, Shimla
2. Bhudhwan, Pawan(2002), "Determinants of HRM Policies and Practices in India: An empirical study", *Vikalpa*, Vol.27, No.2, April-June
3. Mahalingam, C.(1994), "Employees Participation-QC way" *Financial Express*, New Delhi
4. Cheema, C.S.(1990), "Industrial Relations in Public Sector: A Case Study of Punjab Roadways, *Ph.D. Thesis (unpublished)*, GNDU, Amritsar
5. Parmar, Jai Singh and Kuldeep Kumar, "Participative Management in HRTC", *Productively*, Vol. 37, No.4, Jan-March 1997.
6. Parmar, J.S., "Some Emerging Dimensions of Trade Unionism in HRTC : An Empirical Approach", *IJIR* Vol. 32, No.3, 1997
7. Ramaswamy, E.A., (1977), "The Workers and His Union, Allied Publishers", Delhi
8. Seth, N.R., (1973), "Joint Management Councils-Problems and Prospects", *Indian Journal Of Industrial Relations* Shri Ram Centre for Industrial Relations, Delhi
9. Singh, B.D.(2003), "Placing Participative in Right Perspective", *IJIR*, Vol.39, No 2, Delhi