

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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IMPACT OF PARTICIPATIVE MANAGEMENT IN DISPUTE SETTLEMENT: A STUDY ON JUTE MILLS IN WEST BENGAL

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ABSTRACT

For most of the people living in West Bengal are employed in Jute Mills to maintain their livelihood. All the Labour Welfare Centers and Holiday Homes have an Advisory Committee comprising of representatives from Trade Unions, Managements and Government Officials. There is also a Tripartite Advisory Committee at Siliguri for smooth functioning of the boards activities in the districts of north Bengal. This paper presents a study of impact of participative management in dispute settlement in West Bengal on Jute Mills in the area from Shealdha to Naihati route, with a purpose to review the existing status of impact of participative management in Jute Mills in West Bengal and identifying the areas of dispute settlement reforms for strengthening the Industrial mechanism.

KEYWORDS

Participative Management, Dispute Settlement, Industrial Management, Third Party, Policy Framers, Relationship Management.

1. INTRODUCTION

1.1 PARTICIPATIVE MANAGEMENT

The impact of Participative Management has been accepted as one of the philosophies of Industrial Management. In India it is a borrowed concept It was experimented in Western Europe first with the active Participation of Trade Union Movement as a component element of a prolonged political struggle.

India attempt to implement the idea after western line. This was more as a result of Government initiative rather than to meet the growing demand of the working class. Starting from 1947, Government Of India initiative various scheme ,such as Work Committee in 1947 followed by Joint Management Council in 1958, Shop Councils and Joint Committee in 1975, Worker Participation in Management in Commercial & Services Organization in 1972

In recent times the concept of Worker Participation in Management has seized the imagination of the leader of the India policy. It has stirred the passion of the working class and is a subject matter of discussion among the policy framers on Industrial Management. The Government of the country believes that Worker Participation will ensure effective functioning of the unit and improve production and productivity of the unit. The Government concern for Participative Management was 1st manifested when Industrial Dispute Act 1947 and Factories Act 1948 were enacted. But various Committee constituted after reviewing the working of various Legislative measure admitted that those have failed to solve the purpose. This failure was duly recognized and a second round of experiment in Participative Management initiated in 1958 with establish of Joint Management Council

The concept of Participation of Worker in Management arises from philosophy of Co-operative Management. Although the term participative became popular in the field of industry since the days of Industrial Revolution. India was acquainted with it since long before the Industrial Revolution. Participative was applied as a Principle of Organization of Village Republics of India. There Village Republics were formed and administered by the citizen of a particular Locality. This Participative idea gave the citizen a right to Participate in administration of Rural Government. The idea of Work Participation in Management occupies an important position in modern industrial world. The concept of Worker Participation arises out of the need for working out a satisfactory relationship between employer and worker. Since the early stage of industrialization the conflict between employer and employee appeared to be inevitable and the conflict took concrete pattern with the advance of capitalism. Therefore conflict between employer and employee is the characterized product of capitalistic system of economy.

The Conflict Management and the working force gave birth to Trade Union activities and in the process the working class acquired power to fight the employers. Trade Union objectives was jobs security and financial benefits. The Trade Union leaders, from their expenses, raised the slogan of Joint Council in the matter of management for attaining industrial peace. The slogan of Joint Council led to workers demand for participation in management in industrial units. In the field of industry, the idea of participation was advocated by the socialistic worker of 18th century for minimizing the social justice and labour exploitation. The Socialist thinker strategy believed that the worker should not treated as the means of production only. Applied to industry, the concept of Participation Sharing the decision making authority by the Worker of the Industrial Organization through proper representative, at all level of Management. The Work Force nourish a desire to take part in decision making process where he is employed. The worker want to be liberalized from the position of slaves. The success of Industrial Units largely depend on the commitment work force to the organisation. The concept of 'Power Utilization' develop from Human Resource Movement is to reduce the excessive hierarchical authority and to encourage the work force to take the role of partner in industrial fields. It is believed that worker if allowed to participative in the working of his organisation would commit themselves to the production plan and contribute to productivity of the firm

In present situation people want smooth progress because Conflict between Management and Worker causes loss in maydays, downfall in level of production and lack of proper planning. It does not arises from economic or other factor. Non co-operation, no participation, attained a situation where proper understanding between Management and Workers is not possible. Proper understanding between employer and employee can be established through a structure of Participative Management when the employee are in position to share the decision making authority with Management. Participative Management structure can be build up in the industrial field by the application of the idea of Co-operative Management. The question of Worker Participation in Management should not be taken as a separate issue of management problem. It is related to the very fabric of our society and the question of political democracy. The changing pattern of society must be associated with the changing pattern of production and distribution. We have to strike a balance between Technology, Political system and Productive Organization.

In India a series of law have been enacted to ensure Worker Participation in Management in all the stages of production. The Government has taken the role of a benevolent leader fostering the relationship between Worker & Employer. But despite the statutory obligation in introducing Worker Participation the actual progress has not been note worthy. The problem should be solved on Tripartite basis. The Government should provide necessary legal structure and create an atmosphere of healthy Industrial Relation. The employer must modernize their outlook and accept worker as co-partner, and the working force should be socially conscious and aware of their status vis-à-vis their social responsibility.

1.2 DISPUTE SETTLEMENT

At one time the conflict between the Capitalist and Labour was looked by the Government as a problem of Law and Order. But this was not a sensible attitude. For, Industrial Disputes resulting in stoppages of production affect National Income badly and it is necessary from the point of view of the economy and of the consumers that the disputes are resolved as early as possible. The Government of India passed the Industrial Disputes act of 1929 under which disputes between the Management and the Workers would have to be taken to special industrial courts (which, however, were never establish).

Grievance procedure is a problem solving, dispute setting machinery which has been set up following an agreement between labour and management. It is a means by which trade union or an employee make the claim that there has been a violation of the labour agreement by the company. This is no doubt unhealthy sign. Jute Mills is one of the pioneer industries in India. The effort to introduce industrial democracy in shop floor should have found its place in this industry. But such a large number of Personal Dispute cut a route of Industrial Democracy. Industrial Dispute begin with having faith in co-operation spirit of both the parties, Strike and Lockouts and Disputes due to personal reason, Speak of absence of such faith, Goodwill and sense of co-operation.

The following practices are becoming common in recent years as to solve industrial dispute:

A) JOINT MANAGEMENT COUNCIL

These councils will enable the workers to Participate in Management, help them to understand the problems and difficulties of the industry concerned and bring about better relationship between the Management and Labour. Wherever Joint Management Councils have been set up, there have been better industrial relations, a more satisfied labour force, reduction in waste, increase in productivity, better profit and closer understanding between the parties. Workers are also serving as Directors on the boards of all Nationalized Banks. The Government has also introduced since October, 1975 the scheme of Workers Participation in industry at the shop floor and plant levels. Another scheme of Workers Participated in Management in Commercial and Service organization in the public sector, having large scale public dealing and employing at least 100 persons, was announced in 1977. The scheme has been introduced at shop floor/plant level in 118 public sector undertaking.

B) CODE OF DISCIPLINE

In 1958 the Indian Labour Conference evolved a Code of Discipline in industry. The code was ratified by the National Trade Union Organization and also by principal organization of employers. According to the code of discipline employers and workers voluntary agree to maintain and create an atmosphere of mutual trust and co-operation in the factory and to settle all disputes and grievances by Mutual Negotiation, Conciliation and Voluntary arbitration and avoid resort to direction action.

C) INDUSTRIAL TRUCE

A joint meeting of the Central Organization of employers and workers adopted an Industrial Truce Resolution in November, 1962, to the effect that during an emergency in the country, there would be neither interruption nor slowing down of production, and that production would be maximized and defence efforts promoted in all possible ways. The Truce Resolution and Code of Discipline, both Voluntary Instrument, emphasis settlement of disputes through Voluntary Arbitration. An analysis of the number of disputes resolved by different methods of settlement during the 9 year period (1972-80) shows that out of a total of 21,261 industrial disputes, 6082 or (28.6%) were resolved by mutual settlement and 8,174 (or 38.4 %) by Government intervention.

D) NATIONAL ARBITRATION PROMOTION BOARD

The Board was set up in July, 1967 by the Government to promote voluntary arbitration to settle industrial disputes. The Board comprises representatives of the employers and workers organization, public undertaking and the central and state governments. The National Arbitration Promotion Board attempts to ensure that employers and workers take greater recourse to the voluntary approach to settle Industrial Disputes.

2. REVIEW OF PREVIOUS STUDIES

Problem Of Business Leadership: A Case Study On The Migrant Saha Community From Certain Districts Of Present Bangladesh To South Calcutta. : Ramani Mohan Debnath (1982)

In this research the leadership quality of Saha is being discussed mentioning the up and down of their leadership. Their migrant from Bihar and establishment problem and solution, their diffused authority, decision making, business practice, delegation process, as well as the policies regarding employment on the basis of major criterion of trust-worthiness and their business operate is being discussed.

Works Participation In Management: Maindra Nath Ray (1990)

In this research philosophies of industrial management with respect to worker's participation, sharing the decision-making authority by the workers of industrial organization, all appropriate levels of management. Conflict and understanding between management has been widely accepted. The growth and development of the concept of worker, manager, organization and its application in different economics and social situations practice, dynamics area with latest trend, widen reforms proper outlook, new system-collective bargaining, labor management concept, trade union relation with management has been discussed.

Personality Factor As Determinants Of Success and Failure: Amaren Bhattacharyya (1975)

In this research effort had been made to check up how far or to what extent personality factor contribute toward the success and failure. The prediction of such determinants is a vital problem but the good success has been done in solving the personality character of worker, individual, manager, employee attitude towards each other. It was revealed that there was no such significance that solving of the problem among them is impossible.

A Comparative Study Of Attitudes Relation To Organizational Climate And Need Satisfaction Of The Middle Manager Of High And Low Producing Industrial Organization : Hirerdra Nath Gupta (1980)

In this research investigation had been made towards the attitude of middle manager attached to industrial organization which determine as to how they are being influenced by external internal factor. The more emphasis on issue of relation pattern between managerial attitude and higher productivity has also certain lacuna that moves with the counter has been applied in a good way.

Study Of Aspiration Of Industrial Workers And Its Impact On Their Attitude To Management: Swapan Kumar Sarkar (1986)

In this research the emphasis is laid to unearth the underlying reason which were instrumental to such failures of expected production, maintaining good human relationship, level of aspiration status of industrial worker, economic needs, fear of loosing jobs, spirit and co-operation grievances has been discuss in detail. The area of frustration has been solves by the behaviorists brand/approach, aggression and regression.

3. OBJECTIVES

i. To study the Nature and Development of Participative Management in Jute Mills.

4. DATA BASE METHODOLOGY

A survey was conducted among the Jute Industry during the period from June 2005 to May 2008 with the help of questionnaire which was sent to target respondents belonging to Owners, CEO/GM, Sr Manager, Personnel Manager, Jr Manager, Workers & members associate with trade Union, Government Employee related to Jute Industry from the seven Jute Mills.

5. LIMITATION OF THE STUDY

In spite of all possible efforts to make the analysis more comprehensive and scientific, a study of the present kind is bound to have certain limitations. Some of them are follows:

1. The study was confined to Kolkata based Jute Mills
2. The study is limited to selected Jute Mills in west Bengal only.
3. The Questionnaire might not have tapped all dimensions of the close variable.

6. ANALYSIS & RESULT

The Questionnaire relates to Impact of Participative Management in dispute settlement had 02 subject questions apart from introductory and reference questions. The numbers of questions were deliberately kept low with the objective of attaining high responses rate which are as follows:

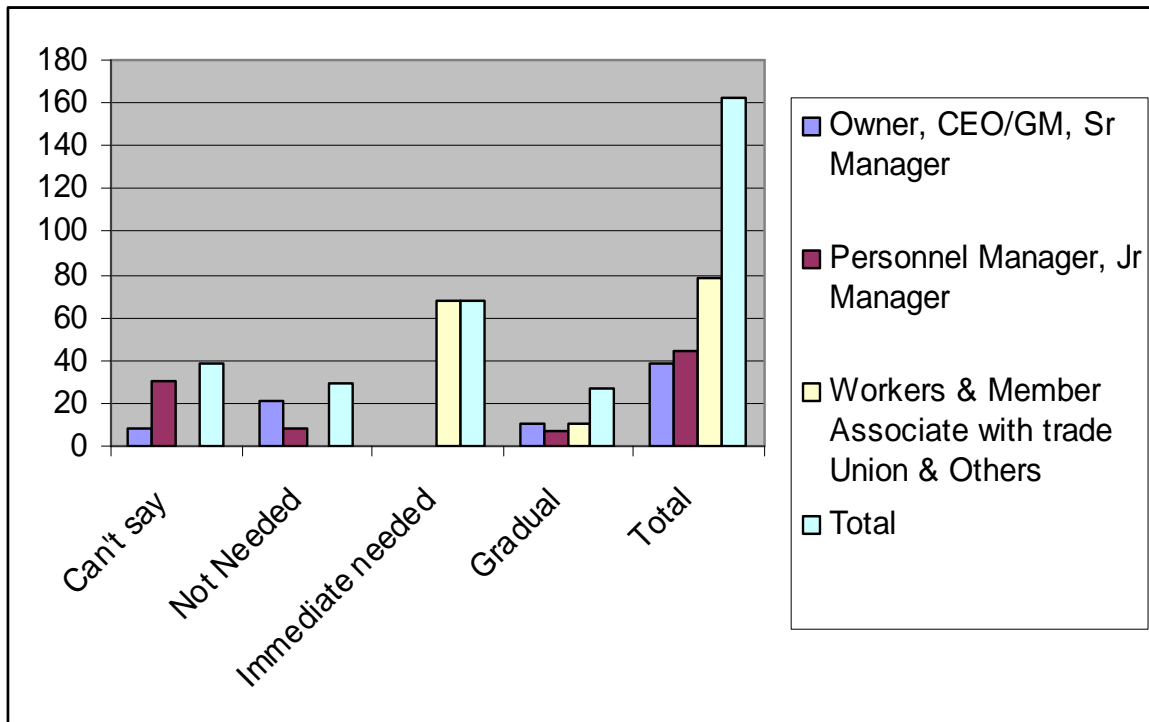
Question 1 Is the Workers Participation in management is successfully implemented in solving the dispute settlement?

Question 2. Is their any Impact of Participative Management in dispute settlement ?

RESULT OF QUESTIONNAIRE

Question 1 Is the Workers Participation in management is successfully implemented in solving the dispute settlement

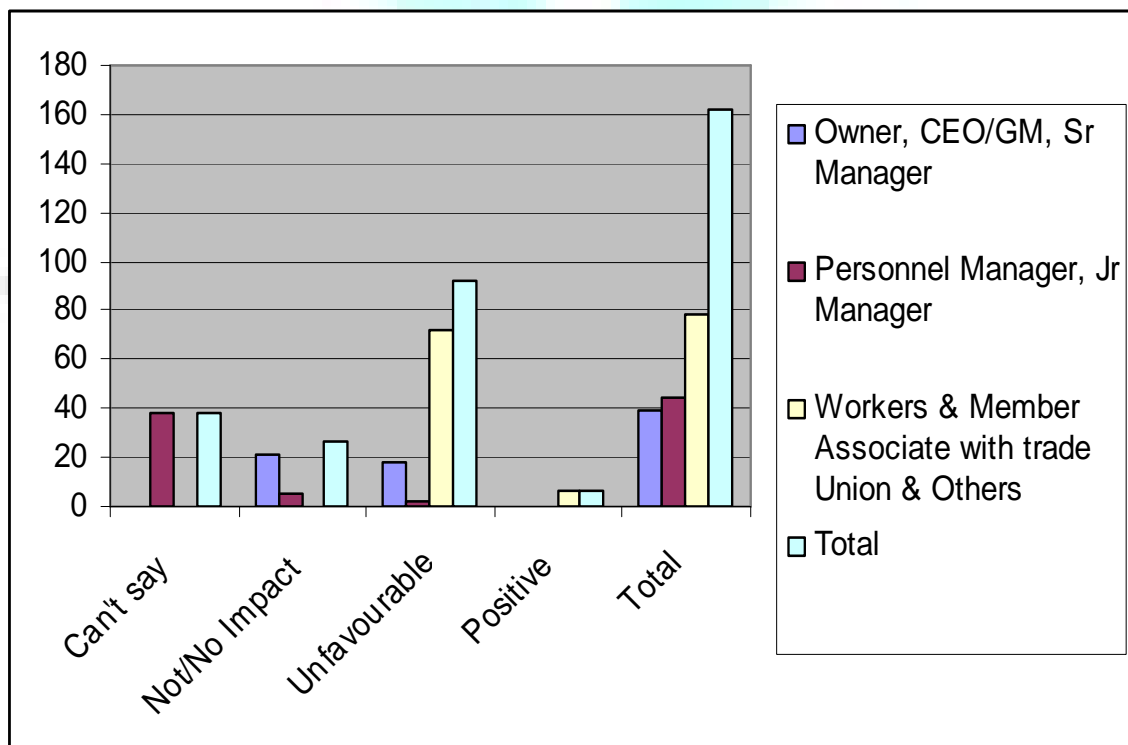
Group	Can't say	Not Needed	Immediate needed	Gradual	Total
Owner, CEO/GM, Sr Manager	8	21	--	10	39
Personnel Manager, Jr Manager	30	8	--	7	45
Workers & Member Associate with Trade Union & Others	--	--	68	10	78
Total	38	29	68	27	162



41.98% of the respondent feel that there is a immediate need for WPM in solving the dispute settlement. Only 17.91% respondent say that there is no need for WPM and only 23.46% are not aware of it or confused.

Question 2. Is their any Impact of Participative Management in dispute settlement?

Group	Can't say	Not/No Impact	Unfavorable	Positive	Total
Owner, CEO/GM, Sr Manager	--	21	18	--	39
Personnel Manager, Jr Manager	38	5	2	--	45
Workers & Member Associate with Trade Union & Others	--	--	72	6	78
Total	38	26	92	6	162



56.79% of the respondent were of opinion that impact of participative management in dispute settlement is unfavorable because it takes long time for judgment. Only 3.71% of the respondent feels that impact of participative management is positive. It is very slowly progressing in Jute Mills in West Bengal

7. CONCLUSION AND SUGGESTION

The Implication & Suggestions or Practical Applications of any Research must necessarily be sought to the extent to which it is applicable in actual life set-up. In order to improve the quality and content of the Research, the following points may be considered for incorporation on "Impact of Participative Management in Dispute Settlement":

1. It is a need of an hour for Works Participation in Management to solve the Dispute that arises in Jute Mills.
 2. Impact of Participative Management is poor and Proper Rules or Laws must be made to make it faster.
- Proper slogans like "There is no individual on this team" "Win together , or loose together" must be put on the hanging. Some suggestions are as follows:-
1. Action plan must be headed by competent persons.
 2. Heads of various Department which are dealing with HRD efforts should encourage to share their experiences and develop it professionally.
 3. HRD mechanism if properly organized, systematically introduced and constantly Monitored can generate a number of favorable process and create supportive Climate results in Proper Trust Review, Feedback, and Counseling, Role Analysis.
 4. A Good Management redresses grievances must be their so that as many as problems can be solved by exit interview, gripe boxes opinion survey, open door policy.
 5. Team Work should be given preference and it can be effective only when Supportive Environment, Role Clarity, Subordinate Goals, Participative Leadership is given.
 6. Ideal "Impact of Participative Management in Dispute Settlement" needs a comprehensive legal framework, the management desires and a will to implement the law, and a philosophy to attain high standards of code of conduct and discipline.

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