



# Workers' Participation in Management in Jindal Steel Plant.

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## Abstract:

Workers' participation in management is humanitarian approach that gives feeling of belongingness to the employees of the organisation by providing them mental security that they can take part in the decision making of the organization. It is one of the finest concept of human resource management that takes care of each employee of the organisation and allow them to share their problems with the management during decision making of the organisation. It is important for an organisation to make proper management policies for implementation of workers' participation in management and organisation should work on enrichment and nourishment of existing knowledge, abilities, capabilities, talent and skills of human resources of the organisation. This is well known that when an organisation works on physical safety and mental security of human resources they feel associated with the organisation and try to give their best for attainment of goal of the organisation. This study is based on reviewing the position of Workers' participation in management in Jindal Steel Plant.

**Keywords:** Workers' participation in management, Capabilities, Enrichment, Nourishment, Humanitarian Approach, Abilities, Talent.

## Introduction:

The Industrial Revolution of the 1920s brought about drastic changes in the attitudes of the government, policymakers and the management towards the working class. It was realized that if workers were permitted to participate and involve them in some of the decisions relating to work situations, it would undoubtedly bring in excellent results in the form of productivity and pave way for a conducive organisational climate. Everyone started realizing that the workers have to be treated not merely as

workers but as partners in the organisation, who are entitled to dignity and fair treatment. A cordial and peaceful relationship between the management and the workers is considered an essential prerequisite for increasing productivity and efficiency in an industrial enterprise. Workers, in the past, were simply treated as cogs in the machines and were asked to work dawn to dusk, without intervals in between, for paltry wage payment. Unfortunately, they were mostly illiterates, disorganized and were not in a position to get their grievances redressed nor had they the courage to oppose the ill-treatment meted out to them for fear of losing employment. They had no role in the administration of the enterprise, with the result that decision-making was considered as the unchallenged right of those who invested their money to start and run the industrial enterprises. But, the situation changed gradually. The workers' participation in management came into existence during the second decade of the 19th century.<sup>1</sup> Workers' participation gives employees the mental and psychological satisfaction and thereby increases their involvement in the affairs of the organization. It refers to the participation of non-managerial employees in the decision-making process of the organization, where workers get involved mentally and emotionally in the management process.

### **Jindal Steel Plant:**

Jindal Steel & Power (JSP) is an Indian industrial powerhouse with a dominant presence in the steel, mining, and infrastructure sectors. The company produces best-in-class, cost-effective steel through backward and forward integration. It is undertaking ambitious expansion plans and is known as one of the most efficient & innovative steel-makers in the world. JSP is determined to improve lives and adhere to its core values.<sup>2</sup>

### **Literature Review:**

Dr. Verma Brajesh, Prof. Pachauri Ajay, 2001 The concept of workers' participation in the management of industry is very important from the organisation and the individual point of view. Participation satisfies the people's higher-order needs. Most of the persons in the organisation aim at earning their livelihood but some others take full interest in the organisation, departments, their supervisors and fellow workers and they contribute towards getting the organisational goals. The scheme of participation promotes industrial and human relations and thus helps in minimizing the labour disputes because they participate in the process of decision-making and become the partners in those decisions. All the problems concerning the workers have settled amicably.<sup>3</sup>

Mehtras V. G., 2013 in his book "Labour Participation in Management" found management hesitant to share with workers the right to manage and also workers reluctant to accept the implied responsibility of participating in managerial action. He said that in addition to the attitude and outlook of concerned parties, the joint management councils' similarity with other consultative bodies endangered its effectiveness.<sup>4</sup>

### **Objective of the Research:**

The present study is undertaken with the following objectives:

- (I) To review the status of workers' participation in management in Jindal Steel Plant.
- (II) To review the mentality of employers regarding workers' participation in management.

(III) To review the mentality of employees regarding workers' participation in management.

### **Research Methodology:**

The method used in the research is explorative and descriptive. The study is purely based on the information collected from different sources like websites, articles published in reputed national and international journals, news papers and reputed reference books related to this subject matter.

### **Workers' Participation in Management in Jindal Steel Plant:**

Workers' interest and capacity to participate in management gets momentum when it is accepted by management personnel at one hand and supported by the trade union leaders in other. In Jindal Steel Plant respondents of Management as well as respondents of workers favoured workers' participation in management. In Jindal Steel Plant majority of respondents of Management were in favour of giving more power to the existing committees and workers involvement in the different areas of the management such as administration of welfare and fringe benefits, handling of grievances, introduction of new techniques of production, production and marketing development of Products, formulation of promotion policies, maintaining working conditions, rewarding awards, imparting training to both the representatives of joint committee. Most of the respondents in Jindal Steel Plant accepted workers' participation in management but sharply divided on degree and level of participation. While majority of the respondents of trade union supported the scheme of workers' participation in management with high degree and level of involvement in management.

In the existing set-up of participative machinery in Jindal Steel Plant most of the matters are dealt with at the plant level. Plant level participative forums deal in issues relating to incentive, production and productivity, grievances, safety, canteen management, health amenities, township maintenance and municipal affairs, sports and cultural activities etc. At the zonal level, only the issues of grievances are dealt with. At the departmental level also only the issues of safety, production and productivity are taken up. Forums that are scheduled to meet monthly are Production and Productivity Committee, Grievance Committee, Canteen Advisory Committee, Hospital Advisory Committee and Township Advisory Council. Safety Committee and Employees Suggestion Committee convene their meetings quarterly whereas Joint Consultative Committee (Incentive) has to meet weekly. One important aspect of participative culture in the plant is the existence of a small monitoring cell constituted for proper steering of the massive joint consultative system.<sup>5</sup>

### **Conclusion:**

By reviewing the concept of workers' participation in management we have seen that by allowing the participation of employees in the managerial decision, an organisation can foster industrial democracy in the organisation. Through implementing the concept of workers' participation in management an organisation can also promote and develop healthy labour management relations. From the evaluation of the working of existing participative machinery in the Jindal Steel Plant, it is evident that despite several shortcomings, it has functioned comparatively well. A healthy grievance procedure adds to the success of participative forums in Jindal Steel Plant. One of the main reasons behind the satisfactory working of the joint committee is the presence of a strong union

## Findings:

Findings of the study are as follows:

- (i) The Jindal Steel Plant has well established policies of Workers' Participation in Management.
- (ii) The employers of the Jindal Steel Plant are having positive attitude towards Workers' Participation in Management.
- (iii) The employees of Jindal Steel Plant are taking benefits of Workers' Participation in Management and giving their suggestions fearlessly.

## Suggestions:

Suggestions to the management of Jindal Steel Plant are as follows:

- (i) Jindal Steel Plant should shift to administrative Workers' Participation in Management from consultative Workers' Participation in Management.
- (ii) The employers should give more freedom to employees of the organization to take part in the management of Jindal Steel Plant.
- (iii) The employees should make themselves more educated and aware regarding concept of Workers' Participation in Management.

## References:

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