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Organizational Conflict and Role of Workers Participation in Management

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Abstract – This research paper made a sincere attempt to present the impact of workers participation in management on the organizational conflicts in telecom sector special reference to Bharat Sanchar Nigam limited. Organizational conflicts have essential part of industrial democracy in present modern competitive telecom sector. It is trying to arriving to maintain reasonable balance between the business benefit, social gain and community incentive. In order to have peace in workplace and clashing free interest between the employee and employer, wpm is important in current scenario. The meaning of role of workers participation in management and its impacts in this research is underline. According to this emphasize, subject matter its situation and needs under consideration in study, are in true spirit and its result provide solid foundation result in the industry in the form of conflict managed environment, which is helpful to boost up the commercial environment and over all Indian economy.

Key word: Organizational Conflict, Industrial Relation, Organizational Performance, Social Gain, Industrial Democracy

I. INTRODUCTION

A sound economic environment helps to have sound industrial relation. It is due to role of workers participation in management, industrial relation system is one in which relationships between workers and management (and their trade union representative and management representative respectively) on the hand and government have to play role to harmonize relation of workers and management, further remove all factors that are responsible for conflictual environment, conducive to economic betterment and efficiency. This concept, role of workers participation in management motivate employees and create employees loyalty toward the organization which ultimately removes conflicts and develop mutual faith and trust between employee and employer.

II. OBJECTIVES AND METHODS

(a) Objectives

- (i) To study role of Workers participation in management.
- (ii) To analysis organizational conflicts of BSNL Bhopal.
- (iii) To evaluate the workers participation in management in BSNL Bhopal.

(b) Research Methodology

This study is based on data primary and secondary in nature. Both primary and secondary data has been used for the purpose of information analysis. For primary data the researcher has made extensive use of survey method in this study. He visited BSNL Bhopal on several occasions. Secondary data is taken from reports and websites of organization.

III. CONCEPT OF ORGANIZATIONAL CONFLICT

Organizational conflict means protest in systematic manner against prevailing industrial conditions raised by a group or a class of workers. The scientific movement analyzed the activities of workers whereas administrative management authors focused attention on the activities of manager or management side. Significance of the man or worker behind machine and tool and technique, the importance of unit or individual as well as group relationship (WPM) was not valued in proper prospective. The commercial, social aspect of workers job was totally of ignored. This is the basic reason behind conflicts between both the parties' mentioned above i.e. workers and managers.

As per the available literature the common fact is- "In its most general sense the term 'human relation' refers to all the instructions that can occur among people whether they are conflicts or co-operative

behaviors, the study of human relation in business and industry is the study of how worker can work effectively in groups in order to satisfy both (a) organizational goals and (b) individual or personal needs.”

In other words the term is usually taken to mean “Getting along with others.” The industrial conflicts constitute organized protests against existing industrial condition and clashing interest between two groups. Also the conflicts may be defined as deference of opinions between management and workers and the terms of employment. It is a disagreement employer and employee.

(c) Impacts and Consequences of Conflicts

Organizational conflict causes incalculable damages to the economy of the nation. The impacts of industrial disputes are therefore dangerous. Workers face many problems, basically in the form of loss of income as wages and employment. The image, goodwill and brand value of organization suffers badly by conflict and market value gets seriously injured.

Following are the impacts –

- (i) Impact on the management
- (ii) Impact on the workers
- (iii) Impact of general public
- (iv) Impact on national economy

(d) Forms and Causes of organizational conflict

There are various form of organizational conflicts such as strikes, lockout, gherao, picketing and Boycott etc. Causes of organizational conflict are Wages and allowances, Lay- offs and retrenchment, indiscipline and violence, union Rivalry organizational Biased Policy

(e) Organizational Performance

Organizational performance means establishment performance as to compare to set goals and objectives within limitation of the organization. There are three primary results or outcomes i.e. financial performance, market performance, and shareholder value performance another. It in a way also provides scale as to how well an organization is doing to reach organizational vision, mission and goal.

IV. WORKERS PARTICIPATION IN MANAGEMENT AT BSNL- ANALYSIS

As per democratic concept workers participation in management in action based on facts and element of

equity, equality, and voluntarism. It gives to the workers and their representatives’ right to participate in management.

Worker participation in management and its role in BSNL Bhopal was analyzed by sample survey to obtain facts and opinion of workers and management through Questionnaire. Questions and analysis are tabulated below:-

Question 1-Do you know the objective of workers participation in management?

Table No. 1

Objective of workers participation in management of BSNL Bhopal

Objectivity of workers	O ₁	O ₂	O ₃	N
Numbers of workers	10	40	200	250
Number of workers in %	4	16	80	100

Variables

O₁ = Indifferent

O₂ = the present system of worker participation in management and its objectivity not known to workers

O₃ = the present system of worker participation in management and its objectivity known to workers

N = Total number of respondents

Conclusion- 80% of total employees know the objectivity of participative mechanism in BSNL Bhopal.16% of workers are of category they do not known to the objectivity of workers participation in management. 4% of respondents of found Indifferent it means they do not respond positively to the concept of workers participation in management in organization.

Question 2: Do you attend the meeting conducted by organization in participation forms and participation schemes regularly?

Table 2

Regularity of workers participation in management of BSNL Bhopal

Regularity of workers	R ₁	R ₂	R ₃	N
Numbers of workers	20	10	220	250
Number of workers in %	8	4	88	100

Variables

R_1 = the present system of worker participation in management and its regularity of not attending the forms and schemes meetings by workers

R_2 = Indifferent

R_3 = the present system of workers participation in management and its regularity of attending the forms and schemes meetings by workers

N = Total number of respondent or universe.

Conclusion - 88% workers participate in management of Bharat Sanchar Nigam Limited, Bhopal. 8% of total employees are not known or do not attend meeting. 4% of workers are of category they do not know or do not attend 4% of workers are found Indifferent it means they do not respond positively to the concept of workers participation in management in organization, on the point of this interrogative fact.

Question 3-Does management resolve worker's problem through relevant forum like trade unions?

Table 3

Resolving action on workers problem by participative forum like trade union in participative management of BSNL Bhopal

Resolving action of workers	Ra_1	Ra_2	Ra_3	N
Numbers of workers	20	10	220	250
Number of workers in %	8	4	88	100

Variables

Ra_1 . the present system of worker participation in management is not resolving workers problems by participative forum like trade union in BSNL Bhopal.

Ra_2 . Indifferent

Ra_3 = The present system of workers participation in management is resolving workers problem by participative forum like trade union.

N - Total number of respondent or universe.

Conclusion-88% workers participate in management of Bharat Sanchar Nigam Limited, Bhopal. 8% of total employees feel that the problems are not resolved by forum like trade unions and the forms and schemes by workers, of participative mechanism in said organization. 4% of workers are of category that they do not believe in workers problem or resolving action on workers problem. It means that 4% of workers are found Indifferent it means they do not respond

positively to the concept of workers participation in management in organization, on the point of this interrogative fact.

Question no 4- Do you consider that for every employee participate in decision making?

Table 4

Decision making and its degree

Decision making process and workers participation	D_1	D_2	D_3	D_4	N
Numbers of workers	120	100	20	10	250
Number of workers in %	48	40	8	4	100

Variables

D_1 = strongly agree with the view it is necessary for every employee should participating in decision making in management.

D_2 = Agree with the view it is necessary for every employee should participating in decision making in management

D_3 = Disagree with the view it is necessary for every employee should participating in decision making in management

D_4 = Indifferent

N = Total number of respondent or universe.

Conclusion- 48% of total employees Strongly Agree with the view it is necessary for every employee to participate in decision making in management of BSNL Bhopal. 40% of respondent or employees of BSNL, Agree with the view that it is necessary for every employee to participate in decision making in management. 8% of respondents of research disagree with the view that it is necessary for every employee to participate in decision making in management. Only 4% of workers strongly disagree with the view that it is necessary for every employee to participate in decision making in management.

Question no. 5- Is there positive impact of workers participation in industrial peace and cordial relation?

Table 5

Industrial peace and cordial relation

Industrial peace and cordial relation	I_1	I_2	I_3	I_4	N
Numbers of workers	180	0	60	10	250
Number of workers in %	72	0	24	4	100

Variables

I_1 = Positive impact on, industrial peace and cordial relation

I_2 = Negative response of workers or industrial peace and cordial relation.

I_3 = May be effective for industrial peace and cordial relation

I_4 = Indifferent

N = Total number of respondent or universe.

Conclusion-72% workers feel that there is Positive impact on, industrial peace and cordial relation, with the concept of workers participation in management of BSNL Bhopal. 0% of respondent or employees of BSNL have negative response. 24 % feel that it may be effective for industrial peace and cordial relation by the concept of workers participation in management and 4% of workers are indifferent.

Question 6- Is workers participation in management, concept useful in improving relation between managers and workers?

Table 6

Relation between manager and workers

Relation between manager and workers	Rb_1	Rb_2	Rb_3	Rb_4	N
Numbers of workers	180	50	10	10	250
Number of workers in %	72	20	4	4	100

Variables

Rb_1 = strongly agree, with the view of, it is necessary and useful for improving relation between manager and workers by the concept of workers participation in management.

Rb_2 = Agree with the view of, it is necessary and useful for improving relation between manager and workers by the concept of workers participation in management.

Rb_3 = Disagree with the view of, it is necessary and useful for improving relation between manager and by workers the concept of workers participation in management.

Rb_4 = Indifferent

N = Total number of respondent or universe.

Conclusion - 72% strongly agree, with the view of, it is necessary and useful for improving relation between

manager and workers by the concept of workers participation in management of BSNL Bhopal. 20% of respondent or employees of BSNL Agree with the view it is necessary and useful for improving relation between manager and workers by the concept of workers participation in management. 4 % of respondents of research are found Disagree with the view it is necessary. and useful for improving relation between manager and workers by the concept of workers participation in management And only 4% of workers are strongly disagree with the view it is necessary and useful for improving relation between manager and workers by the concept of workers participation in management.

Question 7- Is your employer cooperative with you in workers participation in management scheme?

Table7

Cooperative attitude of employer to word participative scheme

cooperative attitude of employer to word participative scheme	C_1	C_2	C_3	C_4	N
Numbers of workers	60	180	0	10	250
Number of workers in %	24	72	0	4	100

Variables

C_1 = strongly agree, with the view of cooperative attitude of employer to word participative scheme by the concept of workers participation in management.

C_2 = Agree with the view of cooperative attitude of employer to word participative scheme by the concept of workers participation in management.

C_3 = Disagree with the view of cooperative attitude of employer to word participative scheme by the concept of workers participation in management.

C_4 = Indifferent

N = Total number of respondent or universe.

Conclusion - 24% strongly agree, with the view of cooperative attitude of employer towards participative scheme by the concept of workers participation in management of BSNL Bhopal. 72% of respondent or employees of BSNL Agree with the view of cooperative attitude of employer towards participative scheme by the concept of workers participation in management. 0 % of respondents of research were found who Disagree with the view of cooperative attitude of employer towards participative scheme by the concept of workers participation in management and only 4% of workers strongly disagree with the view of cooperative attitude of employer towards

participative scheme by the concept of workers participation in management.

V. CONCLUSION

Participative management program which was introduced in BSNL Bhopal as a part of national economic planning of India was examined. During the analysis it has been observed that in the opinion of both the management and the workers as party, the existing level of participation of employees, in management level of BSNL Bhopal mainly relates to the matters like welfare, culture, sport and health etc. The most important pre-conditions to manage organizational conflicts are good level of work culture and climate that has to be created to maintain the mutual faith and co-operation between workers and management. These preconditions do not meet adequately in BSNL Bhopal.

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