

# **PARTICIPATIVE MANAGEMENT AS A JOB DESIGN STRATEGY**

*by*

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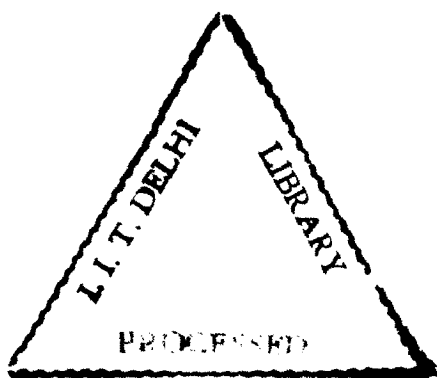
*Submitted  
in fulfilment of the requirements of degree of  
**Doctor of Philosophy**  
to the*



**Indian Institute of Technology, Delhi  
Hauz Khas, New Delhi - 110 016  
September, 1997**

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## **CERTIFICATE**

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This is to certify that the thesis entitled “ **Participative Management as a Job Design Strategy** ” being submitted by **Mr. P. Rangasami** to the Indian Institute of Technology, Delhi for the award of the degree of Doctor of Philosophy, is a record of bonafied research work carried out under my guidance and supervision. The results contained in this thesis have not been submitted in part or full, to any other university or institute for the award of any degree or diploma.



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## ACKNOWLEDGMENTS

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*In completing this thesis, many people have played significant role. Above all, I must express my sincere thanks to Dr. (Mrs) Anuradha Sharma, my supervisor, without her constant support, guidance and valuable suggestions this study was not possible. She was helpful, and encouraging throughout the work. I shall always remain indebted to her.*

*I owe thanks to all the faculty members and other staff members of the Department of Humanities & Social Sciences for their co-operation and constant inspiration.*

*I am grateful to Mr.Kutty, Director, National Textile Corporation (Tamil Nadu & Pondichery Ltd.,) Coimbatore and Mr.Selvaraj, Industrial Relations Manager for granting permission to conduct this study I sincerely thank them. I owe gratitude also to the management personnel and respondents of the study.*

*Many thanks to Dr. B.S.Nagi, Council for Social Development, New Delhi without whose help computation of the data would not have been possible.*

*My sincere appreciation is due to my friends in I.I.T. Delhi, especially, Dr. Vetrivel, Raja, Bibhu and Prabhakar. I will always remain indebted for their encouragement, friendship and support.*

*All these things would not have been possible, had I not been given a space to stand in this world, and certainly, the credit goes exclusively to my mother, grandmother and sister. I am also thankful to my brother-in-law who did not let me feel the anxiety of the family burden throughout my research studies.*

*Finally, I owe much appreciation to my wife P. Devi Prabha, who provides encouragement, support, and assistance on all of my efforts including in this thesis. She always makes many sacrifices for me to pursue my work.*

New Delhi

Date : 4/9/97

  
(P. Rangasami)

## ABSTRACT

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Participative Management is recognized as a strategy of managing organisations in the recent years. However, micro level studies are very few particularly in India.

The success of any organisation in the global village today lies in managing the work force by creating a climate where they will come out with creative problem solving. However, these challenges require well educated, knowledgeable, motivated employees, participatory managerial philosophy and participative organisational climate. This study is a modest attempt to analyse psycho-social dynamics of participatory practices in Indian organisations.

Participative Management is a philosophy of management that emphasis on leadership, positive motivation of subordinates, and co-operative approach to solving problems that depends on the initiative and imagination of the employees.

The present study attempted to investigate various factors which are related to Participative Management attitude, emphasizing on 'Participative Management as a Job Design Strategy'. The study is based on the three groups of variables i.e. participative management variables, job related variables and background variables which include position in the organisation, age, educational qualification, work experience etc.

The sample included 300 employees consisting of Managers, Trade Union Leaders and Workers who had experience of participative management and were members of the various committees at the time of this investigation. The samples were collected from ten units of a Public Sector Organisation i.e., National Textile Corporation (Tamil Nadu & Pondichery) Ltd., situated at Coimbatore, South India. These organisations are falling under composite and non-composite units and profit making and non-profit making categories. Data were collected through a set a questionnaires which included background information, participative management variables and job related variables. Data were analysed by using various univariate, bivariate and multivariate statistical techniques. Eight hypotheses have been formulated and tested in the current research.

Hypothesis I stated that there will be a positive relationship between understanding the meaning of workers participation and the attitude towards participation in all three groups of the respondents. The findings show a significant relationship associated with attitude towards participative management.

Hypothesis II stated that there will be a significant positive relationship between information sharing practices and attitude towards participation among the three groups of participants. The results support the hypothesis.

Hypothesis III stated that attitude towards participation would be positively related to job characteristics perception, organisational commitment and work

involvement of the respondents. The findings show a significant relationship supporting the hypothesis.

Hypothesis IV stated that attitude towards participation and job related variables will be positively related to group atmosphere. The findings support the hypothesis.

Hypothesis V stated that group atmosphere, education and work involvement would be significant predictors of attitude of participation. The findings provide support to the hypothesis.

Hypothesis VI stated that participative attitude variables, organisational commitment and quality of work life will predict the differences in profit making and non profit making organisations. The findings support to the hypothesis.

Hypothesis VII stated that group with high perception of job characteristics and group with low perception of job characteristics can be differentiated on the basis of attitude towards participative management and job related variables.

Hypothesis VIII stated that there will be significant difference among managers, trade union leaders and workers in terms of their attitude towards participative management and other job related variables. The findings provide support to the hypothesis.

The analysis of the results, thus provide support to the participative model proposed by the researcher. The findings of the study also show that attitude towards

participation, together with group atmosphere, perception of job characteristics, organisational commitment, quality of working life perception and work involvement contribute as important correlates of participative management programmes highlighting participative management as a job design strategy. The study also presents some suggestions for future research in this direction, implications, and limitations of this study.

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